FREIGHT TRAFFIC ISSUE: SPECIAL REPORT ON L&D

MARCH 27, 1967

RAILWAY AGE

THE TRANSPORTATION WEEKLY

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What's different about these freight salesmen?

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The thing to remember is that you're not buying hardware alone—you're buying *a data processing cost control system!* Compare the cost of a Detective System with that of a small computer, and you'll realize it's a relatively modest investment. For that investment you can have a record of every journal that has passed the scanners.

And for that investment—because of the very nature of the system—bearings that are running hot are located so that something can be done about them before they fail. Records show that only one out of ten abnormal journals detected by the Hot Box Detective System has needed a new wheel set. With the old visual detection methods, nine out of ten journals had to have a new wheel set. The savings in repair and shop work can be immense!

To be blunt, you buy our system to avoid one of the greatest capital losses a railroad faces—a wreck. Our system locates hot boxes before they result in axle burnoffs that are the largest single cause of derailments.

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By spectral filtering, the SERVOSAFE® system discriminates against sunlight and extraneous radiation. Recent advances in this technique have been applied to further enhance the rejection of solar radiation. Putting it another way, the SERVOSAFE® Hot Box Detective* is much more sensitive to target radiation (radiation from journal bearings) than extraneous radiation. This assures its good performance and prevents misleading readings from sky and sun.

Ask all the questions you want about our SERVOSAFE Hot Box Detective System. We're ready to answer them.

*Protected Under one or more of the following U. S. Patent Nos. 2,880,309 and 2,963,575. Other U. S. and Foreign Patents Pending.

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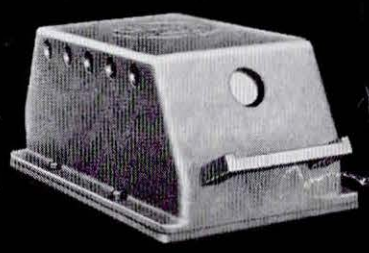

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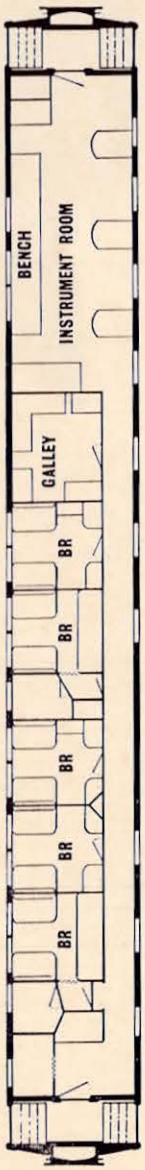

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RAILWAY AGE March 27, 1967 • Vol. 162, No. 12

THIS WEEK

25 What's different about these salesmen?

Answer: They're participants in a new incentive compensation plan that will pay extra money for extra effort.

30 L&D payout last year reached $165 million

The importance of carrier quality-control programs, among other things, is stressed in this special report on loss and damage.

35 Special cars do help to cut L&D

As a means of reducing or eliminating L&D, special freight cars get a hearty endorsement from Traffic Poll respondents.

66 Canada prepares for modern regulation

A new Canadian transport policy has been established by a bill providing virtual competitive freedom between types of carriers.

90 Viewpoint—L&D forms: A good place to start

Standard railroad inspection reports and distribution statements would help immensely in the battle against loss and damage.

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SHORT AND SIGNIFICANT

Jersey Central Board votes to file bankruptcy

A step backward that Jersey Central President Perry M. Shoemaker had hoped his railroad would not be forced to take was taken last week. The road's board of directors, meeting in an atmosphere of financial crisis, voted to file for reorganization under Section 77 of the Bankruptcy Act. The action came after appeals by the railroad to the New Jersey legislature for additional funds to meet an operational deficit went unheeded. CNJ was asking for $2 million from the state to meet the $7 million loss suffered by the railroad from passenger revenue losses in 1966 (RA, Mar. 20, p. 11). The state had earlier pledged $5 million to help defray the deficit. If the road enters into bankruptcy with a federal court filing, it will be experiencing a financial relapse—CNJ emerged from a bankrupt condition in 1949.

●

U.S. Freight takes over Great Dane Trailer

The $300-million U.S. Freight Co. added to its interests last week, signing an agreement to buy Great Dane Trailers, Inc. The conditions of the sale and the price were not revealed. Great Dane is the sixth largest builder of piggyback trailers, steamship containers and highway vans and tankers. The company is scheduled to spend $2 million for expansion this year. It has headquarters at Savannah, Ga., and has branches in Miami, Jacksonville, Charlotte, Atlanta and Birmingham. Customers include more than a dozen large U.S. railroads.

●

Maine Central creates a marketing department

Maine Central's freight traffic department will be replaced April 1 by a marketing department. MC President E. Spencer Miller says the new organization will have industry and regional managers, each responsible for traffic development and sales in their assigned areas. The new department will be headed by George H. Ellis, whose title will be assistant vice president, marketing; he has been freight traffic manager since June 1966. Immediately responsible to Ellis will be Herman E. Buchheim, director of sales; John M. Shaw, director of pricing; and George E. Phillips, executive assistant.

●

RI adds parlor cars to two "Rockets"

Beginning last week, Rock Island passengers on two Chicago-Peoria "Rockets" got a new choice of accommodations. RI added parlor cars to the trains and offered reserved seats for coach fare plus a seat charge. Says Murl H. Bonesteel, director of passenger services: "We're doing this in keeping with our policy of providing the type of service which the public had indicated it will support." Meantime, two other Chicago-Peoria trains remain under the gun as the Post Office Department studies possible diversion of mail (RA, Mar. 20, p. 34).

●

More than half of BART system under construction

The Bay Area Rapid Transit District has awarded a $12.7-million subway contract, bringing to 38 miles the total amount of the system now under construction. This is more than half of the proposed 75-mile rapid transit network. The most recent contract, for a one-mile segment of twin-bore tunneling on Mission Street, was a joint contracting venture of Peter Kiewit Sons' Co. and Traylor Bros. Construction Co. of Omaha, Neb.

MONDAY MORNING REPORT

With new rules, FEC keeps rolling

Down among the sheltering palms, the Florida East Coast just keeps rolling along. Some may dispute the description of the FEC strike as the longest-ever—but at this point, it would be hard to argue with a description of the walkout as the least-effective-ever. One measure of the situation: On March 12, new work rules covering engineers were placed in effect, and the Brotherhood of Locomotive Engineers went on strike. Absolutely nothing happened. As one top FEC officer puts it, "the strike action has had no effect whatsoever on the operation of the railway. In fact, four through freight trains are now being operated in each direction between Jacksonville and Miami in place of the normal three trains in each direction."

For management, freedom to manage

As such things go, the strike isn't worth a second glance. But the new work rules deserve a long searching look. FEC implemented them about a year ago for employees represented by three other unions, and application to the engineers—made possible when the national mediation board finally released the case—completes coverage of the ops. Top to bottom, the new rules don't bear much resemblance to those under which other Class 1 railroads are operating. On FEC, the mileage basis of pay has been entirely eliminated. Craft-line restrictions have been changed. So have the old prohibitions on yard engineers doing road work and vice versa. Yard engines may be started at any time, as the needs of the service dictate. Short turnaround runs can be operated.

For the employee, a higher rate

What do the employees get, under the new order? They get the usual fringe benefits—hospital, medical and life insurance. They get time-and-a-half for all work performed on designated holidays. They get time-and-a-half for all service after eight hours on duty. They get a 15% wage increase from rates originally proposed in 1964. From a dollars- and-cents standpoint, FEC can show this comparison:

Service	Rates Under Pre-Strike Agreement— 100 Miles or 8 Hours	Estimated Current National Rates— 100 Miles or 8 Hours	Rates Paid on FEC Under New Rules— 8 Hours
Passenger (3 units)	$21.29	$24.19	$27.20
Through-freight (3 units)	23.89	26.92	28.00
Local freight (1 unit)	22.95	25.94	26.80
Yard (1 unit)	23.40	26.41	26.80

Popularity: neither shunned nor courted

It has been a lonely road for FEC and, no doubt, for many of the people now working for the railroad. The standard railway labor organizations are divided between those which continue in bitterness and those that wish they'd never heard of FEC. Politicians have used the roads as a handy target on many occasions. Other railroads, aside from direct connecting lines, have sometimes given the appearance of trying to stay as far as possible away from involvement by word or deed. Still, FEC keeps rolling along, improving service and upgrading the property, and even making a little money at it. Perseverance like that just has to earn a certain amount of admiration, and it does —even from a few folks who carry the union card.

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WEEK AT A GLANCE

A Wall Street outlook: '67's a promising year, but . . .

The rail analyst for one of Wall Street's top financial houses last week gave his outlook for the railroad industry for 1967, seeing a "reasonably good year shaping up" but having doubts about whether the industry can top its 1966 performance.

Frank Straub of Paine, Webber, Jackson & Curtis, said traffic showed gains in the first seven weeks of this year, and some railroads believe they can match their 1966 records. "But," says Straub, "it seems more probable that net income will decline—possibly to the $800 million area. Even so, that would be down only about 11% from 1966, and it would be well above the $624 million average for the 1960-65 years."

Assuming a freight rate increase early enough this year to be effective, Straub believes that rail stock can be expected to give a comparatively good performance in the months ahead. He said that since the October 1966 low, rails have advanced about 25% compared with 14% for the industrials.

A major problem facing the railroads is the current round of wage increases, Straub says. If the contracts negotiated to date set the pattern, the wage boosts will cost the industry about $350 million on an annual basis, he estimates. To offset this, it would take about a 3% increase in freight rates on a fairly broad front, and other economies.

Class I roads have reduced their employees by 37% in the past 10 years, and "mergers could result in considerably more cuts in the number of workers," Straub notes. Estimated total savings from all proposed consolidations run as high as $300 million annually.

Among the mergers that could be effected this year Straub lists the Pennsylvania-New York Central; Atlantic Coast Line-Seaboard; and Chicago & North Western-Chicago Great Western. Others that could follow are Great Northern-Northern Pacific-Burlington; and Chicago & North Western - Chicago, Milwaukee, St. Paul and Pacific.

Pittsburgh keeps grain rates competitive with Buffalo

A three-year-old grain-rate adjustment which makes Pittsburgh millers competitive with those at Buffalo was cleared last week by the U.S. Supreme Court. The Court issued an order sustaining a lower-court ruling which had upheld an ICC decision approving the rates.

In effect since Mar. 14, 1964, they are carload rates on grain and grain products from Pittsburgh to destinations in Trunk line and New England territories. Loser in the courts was the State of New York, which sought to preserve the previous Buffalo-Pittsburgh rate relationship.

ICC pleadings before the Supreme Court identified the principal issue there as to whether the District Court erred in failing to find that the Commission decision was not supported by substantial evidence. The State of New York claimed that the Commission in the District Court failed to give adequate consideration to "the essential question of whether the carriers proposing the rate would be better off from a net revenue standpoint with the reduced rates than without them."

This is precisely what the Commission did consider, the ICC brief said, citing the lower court's conclusion that the Commission "had substantial basis for finding the claim of adverse effect on net revenue to be too speculative to warrant disapproval of rates necessary for the movement of traffic."

The ICC brief had noted earlier that no grain or grain products moved from Pittsburgh under the old rate structure.

Railroad employment showed drop in February

Railroad employment figures released by the ICC last week show that total February employment stood at 610,456 persons, down 1.64% from February 1966, and 0.67% from January of this year. There were declines in all employee categories except for executives, officials and staff assistants, which increased 2.64%. The greatest decline was in transportation (other than train, engine and yard) which dropped 6.45% from the total in February of last year.

CN Turbos to outpace, not replace Rapidos

The lightweight, articulated Turbos which Canadian National will introduce on its 335-mile Montreal-Toronto line in July are to average 84-mph non-stop and will cut an hour from the present shortest running time.

Today's best schedules between Canada's two largest cities are those of the twice-daily Rapidos with a 67-mph average, which makes them North America's fastest intercity passenger trains. Jean Richer, vice president—passenger sales and service, says that Turbo service, at a small extra fare, will supplement rather than replace present Montreal-Toronto trains, including the Rapidos.

The aluminum Turbos, designed by United Air craft, and being built by Montreal Locomotive Works, a Worthington subsidiary, will not exceed 95 mph in revenue service, although their gas-turbine propulsion will be capable of driving them at up to 120 mph. The first seven-car train set is to begin tests within a few weeks. Five of the train sets are being built under a lease-purchase arrangement between United Aircraft and CN. Two sets will normally be operated in tandem with a capacity of 600 passengers; each such train will make three 335-mile trips daily. CN reportedly has committed up to $10 million to enter the turbine-train field.

Two three-car versions of the same type of United Aircraft equipment are being built by Pullman-Standard for appraisal in the U.S. Northeast Corridor.

GUS WELTY'S LINES ON LABOR

WELTY

EVER BEEN HIT BY A TRUCK? It's a painful, bloody, sometimes fatal experience. It's also an experience which the standard railway labor organizations may be facing—with the big, rich, powerful International Brotherhood of Teamsters cast in the role of the truck. The results could be painful and bloody—and maybe fatal. It all depends upon how hard the Teamsters want to hit—and how well the railway unions react, in recognizing a challenge and then doing something about it. The complacent union can become the dead union rather quickly. And in some ways, rail brotherhoods—which haven't exactly had an image as vigorous, positive-acting organizations—make a perfect Teamster target.

IS THE TEAMSTER THREAT OVER-RATED? It may be. Some would argue that the IBT has enough problems now, without staging a move-in on rail labor. But the Teamsters have long coveted a broader scope in transportation. And their current activities certainly shouldn't be contributing to peace of mind among brotherhood leaders.

HARD FACTS are hard to come by. The record now shows only that the IBT walloped the Brotherhood of Maintenance of Way Employes in a recent representation election on the Long Island, and one gulp does not a banquet make. But there are recurring reports of Teamster activity within the ranks of other non-op unions on LIRR. There are stories of IBT agitation on at least two other eastern railroads. There are confirmed reports of mass meetings, called by IBT organizers, for non-ops and operating employees alike on the southern end of Illinois Central.

TEAMSTERS TARGETS seem to be many and varied. It's rather widely assumed that there's no love lost, for instance, between the IBT and the Brotherhood of Railway Clerks. But in the current situation, it would seem that nobody's safe—and even shopcraft members are being wooed.

PANIC HASN'T SET IN, among the brotherhoods. Until just recently, in fact, there was little activity of any sort—and most of the organizations seem to be snoozing peacefully while the BMWE was getting kicked off the Long Island, and while reports came drifting in of Teamster inroads elsewhere. Now, however, the RLEA has been officially alerted to the fact that a problem of some kind may be developing. It's been discussed—though it remains to be seen what kind of meaningful reaction, if any, there'll be.

IT'S QUITE POSSIBLE, as some knowledgeable observers see it, that the IBT could crumple certain unions like a semi-trailer running down a Volkswagen. Maybe it won't happen—but there are those both in and out of rail labor who hope, fervently, that brotherhood leadership will come alive and stay alive to the potential danger. Forewarned, as they say, is forearmed.

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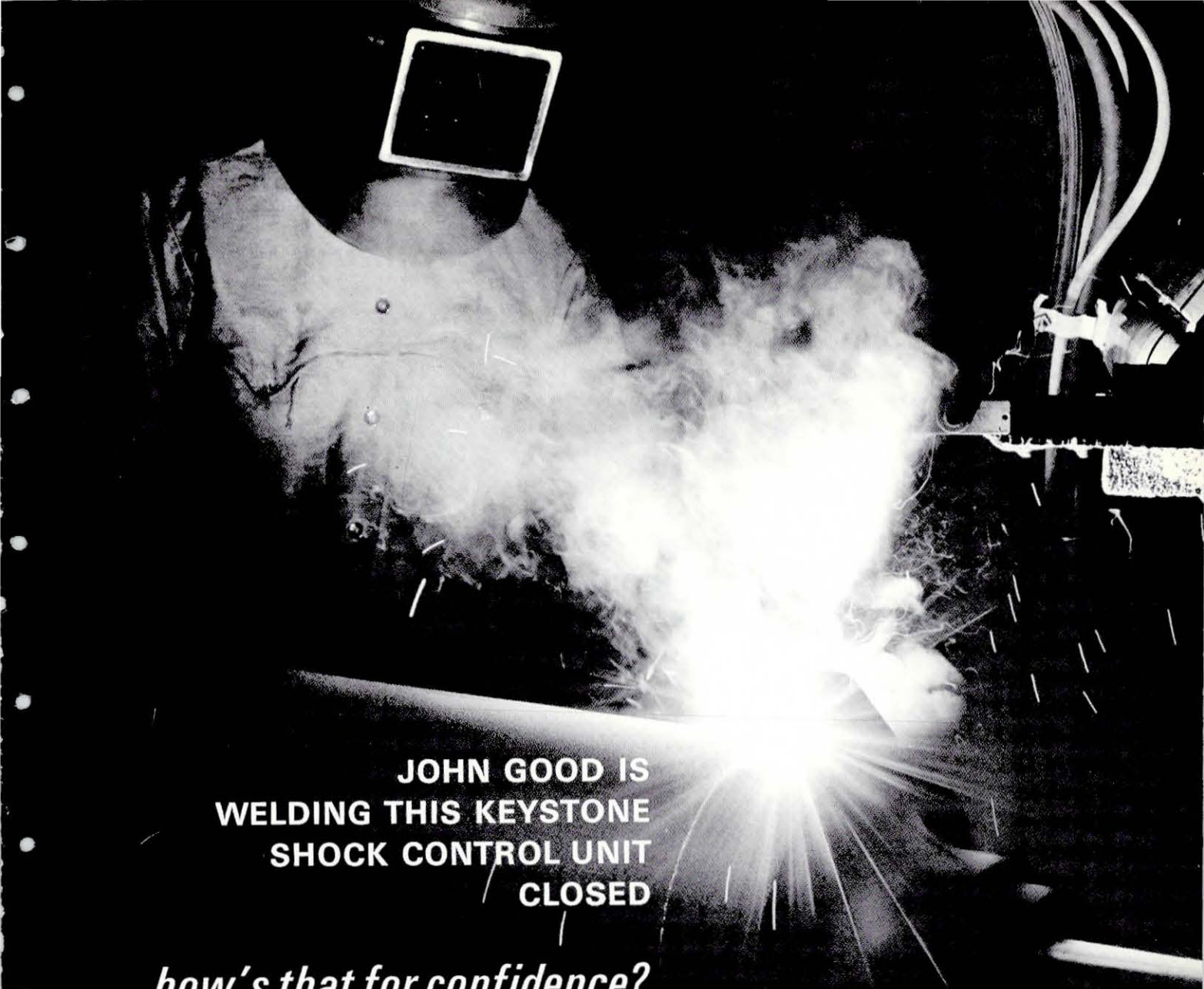

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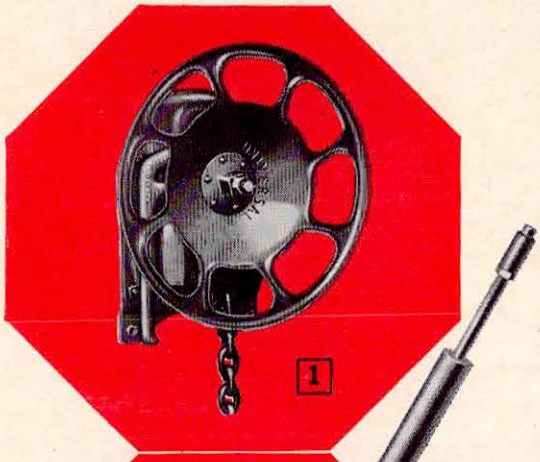

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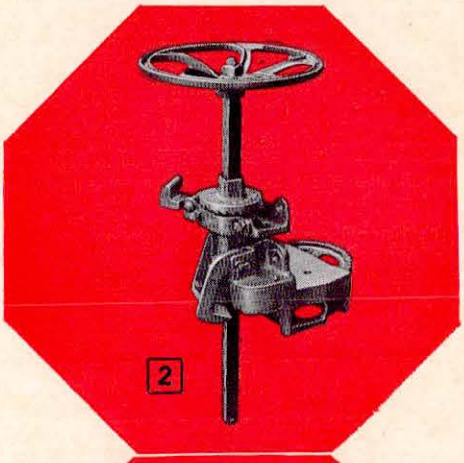
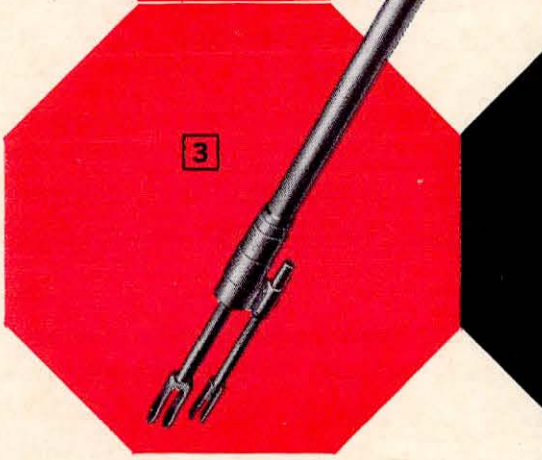
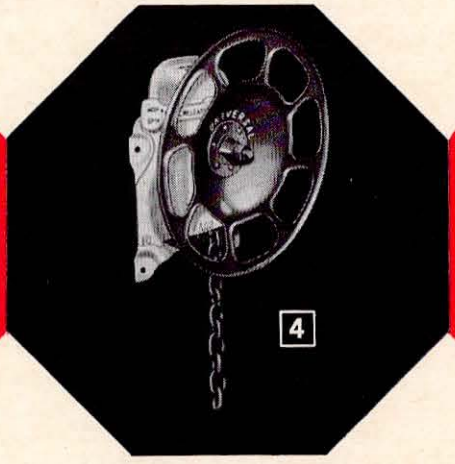
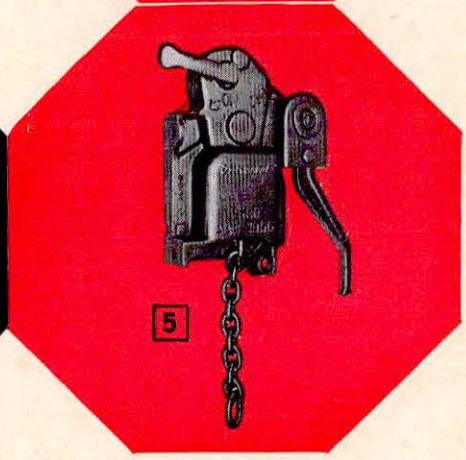
Meets clearance problems of wider flat cars. Quick release, easy operation.





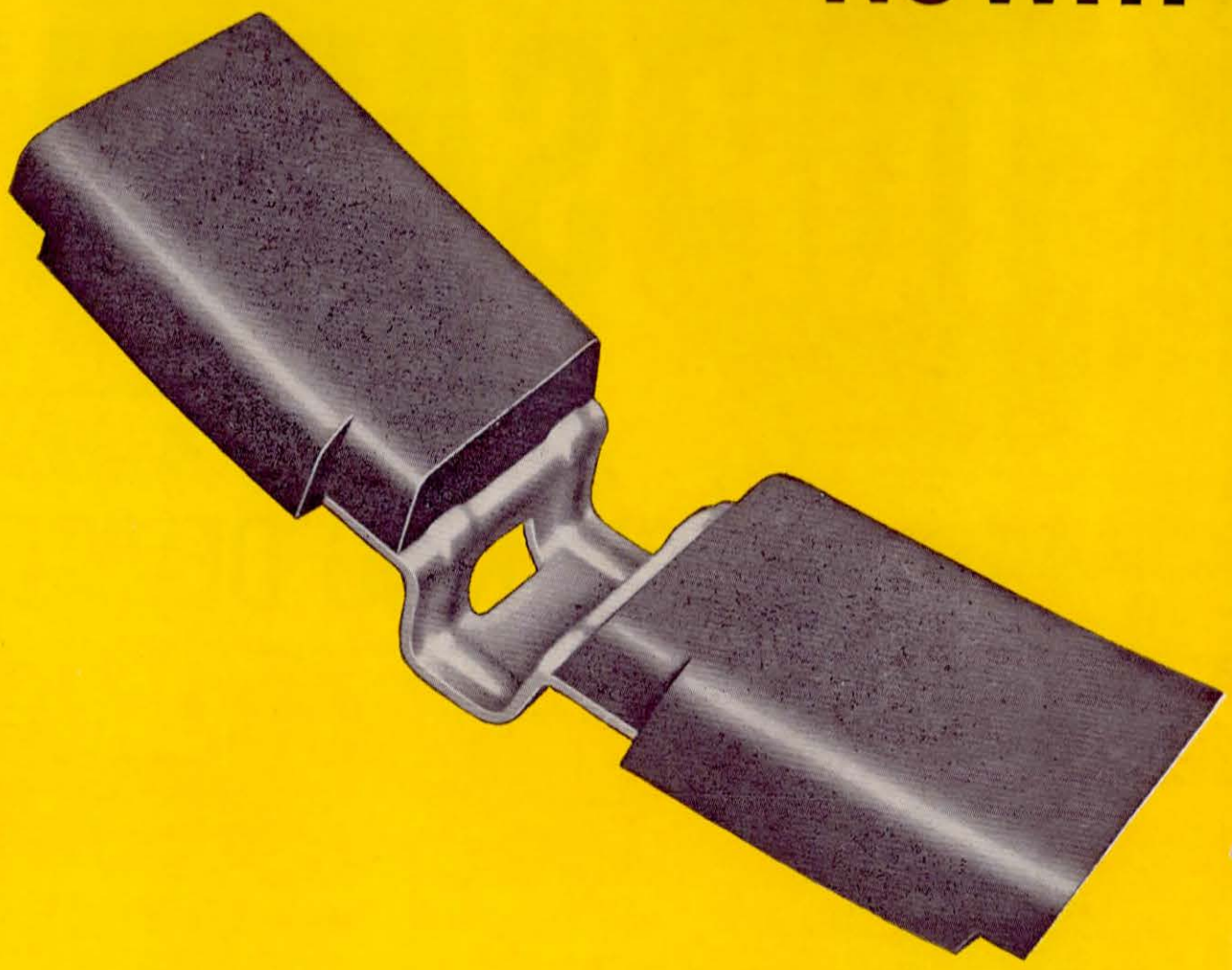




UNIVERSAL RAILWAY DEVICES COMPANY
332 SOUTH MICHIGAN AVENUE, CHICAGO, ILLINOIS 60604 • TELEPHONE 312-427-5051
CANADIAN CARDWELL CO., LTD., MONTREAL 2, QUEBEC

Circle 10 on reader service card

NOW...

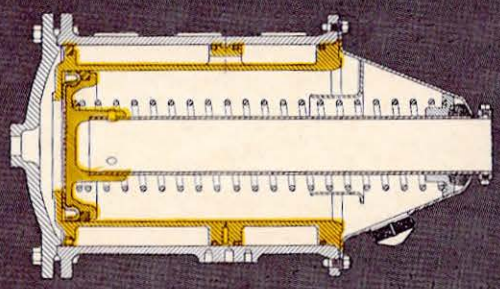


You can upgrade freight braking performance and reduce maintenance costs by converting older freight cars to Cobra Shoes. The conversion is especially adaptable and economical if done as a part of your car upgrading or rebuild programs. Simply install a bushing kit while the brake cylinder is being serviced. The conversion kit provides more than minimum AAR braking ratio requirements for both hand brakes and power brakes.

Cobra Shoes upgrade braking performance at all operating speeds and tonnages. Even the heaviest cars need only a single shoe per wheel. This upgraded braking performance means shorter stops, smoother train handling, and fewer damage claims.

For improved performance at lower costs, upgrade freight car brakes with COBRA® Shoes

install
simple Brake Cylinder Kit
for easy conversion
to COBRA® Shoes



In addition to wearing 3 to 5 times longer than cast iron shoes, Cobra Shoes increase wheel life and greatly reduce wheel damage. And Cobra Shoes lower braking forces reduce maintenance costs on truck and rigging members.

Cobra Shoes meet all requirements of the AAR specification for high friction composition shoes. To learn more about Cobra Shoes and how to convert to them, ask your local representative for booklet RFP-106.

RAILROAD FRICTION PRODUCTS CORPORATION · Wilmerding, Pennsylvania

The COBRA Shoe . . . a product of the combined research facilities of . . .

WESTINGHOUSE AIR BRAKE COMPANY . . . . . Specialists in Braking

JOHNS-MANVILLE CORPORATION . . . . . Specialists in Friction Materials

Circle 11 on reader service card

LEHIGH VALLEY SOLVES TEMPERATURE CONTROL PROBLEMS

John F. Nash, President and General Manager of the Lehigh Valley Railroad . . .

in commenting on his new line of white "grocery cars" and their contribution in improved service to shippers, singled out temperature control advancements as a prime factor.

"The special Landreth insulation helps make these new cars special for our shippers," he said. "They have proven themselves to be ideal for grocery service or the hauling of canned goods and other food products that are highly sensitive to extremes of heat and cold. Without them, we might not be in the grocery business. With them, we are not only filling the critical needs of our shippers in an unusually effective way, but we are also generating extra traffic for the railroad. The growing demand for this particular type of car with its combination of polyurethane foam and fiberglas panels proves that it doesn't take long for news of a top performing, shipper-oriented car to get around."

Take advantage of Landreth's engineering and research staff and facilities. The Landreth System offers you specialists who can engineer and design the proper insulating materials to suit your specific needs.

Highest quality controlled urethane material on the market today.

Landreth INDUSTRIES, INC.

2100 Greenwood Street • Evanston, Illinois 60201 • Phone 328-2062

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MARK 50 MARK R-500

SIX YEARS of proven dependability

Over SIX YEARS of reliable service operation on over 122 railroads!

Unconditionally Approved under A.A.R. Specification M-901E!

Cardwell Westinghouse precision engineering combines maximum capacity requirements in the Mark 50 and the Mark R-500 with top performance results. *The criteria of draft gear effectiveness is not only capacity, but time-tested, reliable performance!*

For reliability and profit, Specify the Mark 50 or Mark R-500. They're proven in service!

CARDWELL WESTINGHOUSE COMPANY

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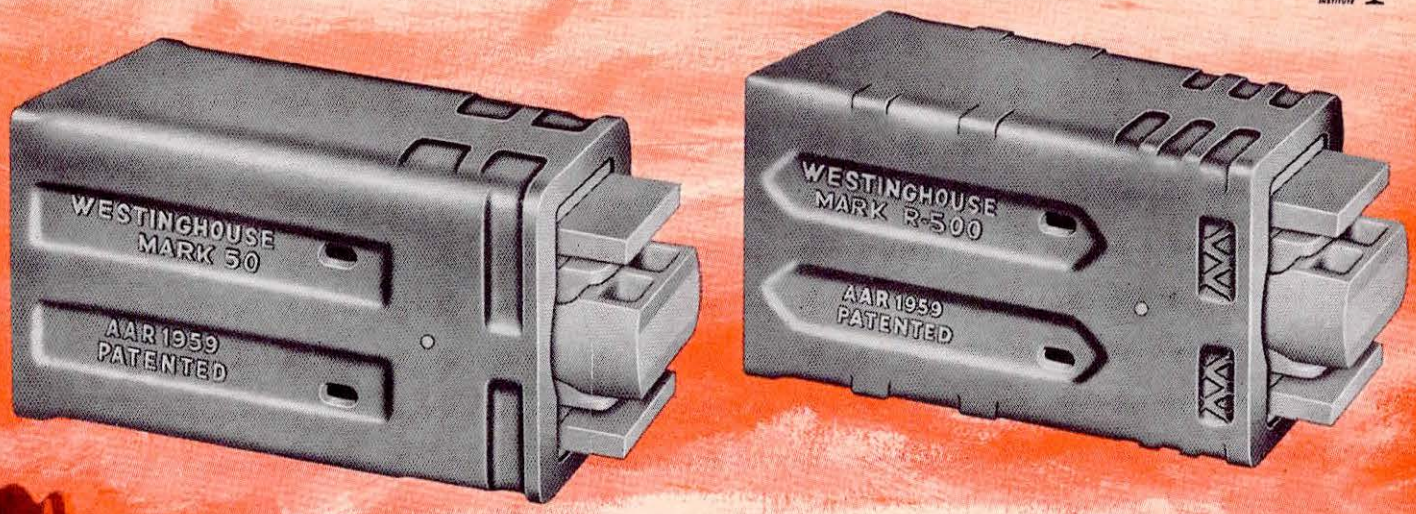
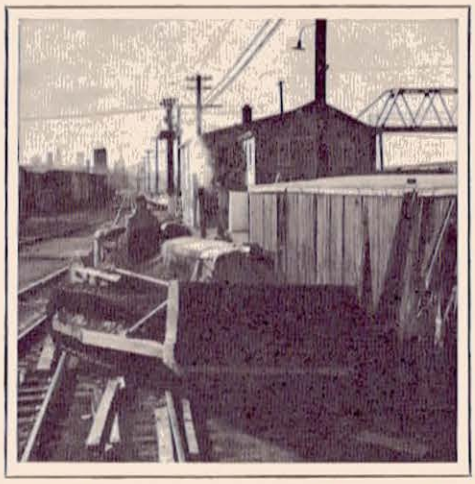
INTERNATIONAL DIVISION SAME ADDRESS

RPI



Ivan Ethington says I'd tear down Kansas City just to save 20 minutes!



Who does he think he is?

He's one of the hard-driving wheels on the Burlington Railroad.

The orders have gone out.

Tear down the K.C. railroad yards—and rebuild them to save 20 minutes out of every hour.

You think that's tough? Wait—there's more.

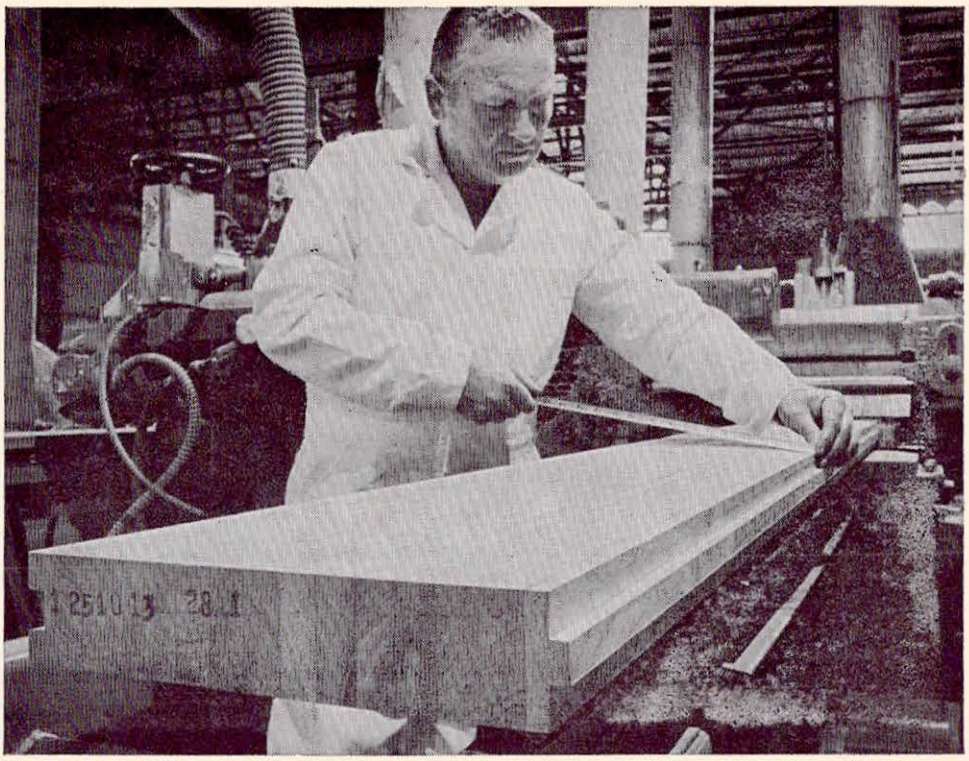
The assignment also calls for absolutely *no shipping delays during construction.*

Ordinary men would turn white at a request like this. Luckily, Ivan's men are made of sterner stuff. And, amazingly enough, they've found an answer.

Segmented construction. Build new, tear down old. Build new, tear down old. Piece by piece until the mammoth new nine-million-dollar yard at Kansas City is completed. No standstills. No delays. The VP in charge of the Operating Department is insistent.

Business as usual during alterations.

Burlington Lines: Chicago, Burlington & Quincy Railroad; The Colorado and Southern Railway; Fort Worth and Denver Railway.



Bruce Dura-Wood proven best

BY EVERY TYPE OF FLOORING TEST

Customer Test: Used successfully for years by leading Class I railroads with never a failure.

Strength Test: Special tests in the engineering laboratory of a leading university have proven Dura-Wood capable of sustaining lift truck wheel loads up to 82,500 pounds.

Comparative Test: Users report Dura-Wood far outlasts ordinary flat-grain vehicle-grade pine, fir and oak floors in freight cars . . . as much as 6 to 1.

Installation Test: Freight car builders confirm that Dura-Wood, pre-cut to size and machined to specifications, is easiest to install.

Cargo Test: Shippers report sharp drop-off in claims when cargos ride on Dura-Wood. Smooth end-to-end surface provides better protection—no shrinking, no gapping, no break-through.

Dura-Wood production has been increased to meet growing demand. Now available in lengths and thicknesses as specified. Call or write Dura-Wood Division, E. L. Bruce Co., Memphis, Tenn. 38101.

Bruce DURA-WOOD Freight Car Flooring

A product of E. L. Bruce Co., Memphis, Tenn. / World's largest maker of hardwood floors

Circle 14 on reader service card

When it comes to your shipping costs, we're penny pinchers.

Expanding your Southeast markets? Freight rates will be a mighty important factor in your operation.

We're continually publishing new competitive rates, including bulk commodity rates, for many types of shipments.

Your local Seaboard representative is an experienced, penny-pinching specialist who knows the rate ropes and can get fast action from an out-for-business management.

Let him work with you... on rates, schedules, specific types of equipment—and *follow-through second to none.* Seaboard Superior Service means what it says.

IN THE SOUTHEAST IT'S

SEABOARD
RAILROAD

THE ROUTE OF COURTEOUS SERVICE

Circle 15 on reader service card

READING'S SALES TASK FORCE headed by President Charles E. Bertrand, front left, and Jack C. Humbert, vice president—staff, right, is out to make 1967 a banner sales year.

What's different about these freight salesmen?

Reading is giving its sales and marketing men a solid incentive to increase sales—extra money for extra effort.

As of April 1, salesmen and marketing men who work for the Reading might just become the most envied sellers of railroad service in the U.S. rail industry.

While the date (April Fool's Day) might give pause to some, the Reading assures that there's nothing tricky about its new sales quota plan that will —for the first time on the railroad— give incentive compensation to men

Here's what makes them different

This is the formula by which the Reading will compute extra compensation for its salesmen under the new sales quota plan:

When—	
Quota is reached	2% of annual salary
Quota is exceeded by 1%	2.5% of annual salary
Quota is exceeded by 2%	3% of annual salary
Quota is exceeded by 3%	3.5% of annual salary
Quota is exceeded by 4%	4% of annual salary
Quota is exceeded by 5% to and including 7%	4.5% of annual salary
Quota is exceeded by 8% and over	5% of annual salary

(The maximum annual bonus that could be expected would be 20% of the annual salary. This would occur when an agency exceeded its quota by 8% or over all four quarters, thus, four times the 5%.)

who meet and surpass their quotas.

● **How did it all start?** Reading's revolutionary compensation plan is the brainchild of a dynamic newcomer to the road, Jack C. Humbert, who has the title of vice president—staff. He explained the plan to Railway Age editors in an exclusive interview.

A former Baltimore & Ohio operating man, he joined Reading in 1963, becoming operating department head shortly thereafter and adding responsibility for revamping the road's sales and marketing efforts in August 1966.

Under his direction the sales staff was reshuffled, and, along with the marketing staff, was put through a special 13-week product knowledge-Dale Carnegie business course. Operating men have been trained to make sales calls. Paper work on calls on customers will be more efficiently handled through an IBM card system.

The major sales and marketing reorganization is all part of a bootstraps plan that has seen the Reading move from a deficit to a profit operation during the past two years.

"While our programs for cost control and increased efficiency have been successful," says Reading President C. E. Bertrand, "we recognize that these alone are not sufficient and have taken steps to place greater emphasis on growth of revenues through new business."

"To get new business," reasoned Reading's Humbert, "just going around knocking on doors wouldn't be enough.

"The industrial traffic manager today wants someone to come in who can do something for him . . . not a pat on the back, a cigar and a bottle of whisky at Christmas, and then expect five extra carloads of traffic."

To be sure that Reading men did have a professional selling approach, Humbert set up his continuing training program, insisted that everyone learn more about the products that shippers and the railroad deal with.

"A company's greatest asset," maintains Humbert, "is its people. So, assuming we have the right men, have trained them and given them an adequate salary, what other ways are there to motivate them besides saying: 'Go get 'em, tiger'?"

● **The carrot and stick approach.** The Reading decided that keeping its salesmen's interest and enthusiasm at a high pitch was the key to improved sales performance. "We felt that some type of quota system—the carrot and stick idea—was the answer. The stick part is to set a quota, and if a man consistently falls below it he might get the door out. The carrot part would be the awarding of extra money if he met his quota and went above it."

Humbert admits that setting up an incentive plan for railroad freight sales was "a ticklish job." It took long hours of discussions with sales and marketing people to arrive at a set of ground rules for establishing quotas and payments.

It was decided to use the computer to set up a Traffic Report System listing some 3,075 counties in the U.S. and 10 Canadian provinces. This would enable the Reading men to keep track —by carload, tonnage and dollar value —of every bit of their traffic going in and out of the areas.

"When the Standard Point Location Code gets wider use in the United States we will have traffic information not only by city but by sections of major cities," Humbert adds.

● **How the plan works.** Basically, Reading's quota system-compensation plan will operate this way:

Carload budgets will be set up by the marketing department, where nine product managers have responsibilities for 35 basic commodities divided among them.

"Previously our sales department issued carload estimates. But our thinking was that it is marketing's function to say what business forecasts will be —and then it's up to sales to go out and sell. So now, after marketing determines what the business trend will be, it will set carload budgets. After the budgets have been set, the sales department will set quotas," explains Humbert.

The quota setting will originate in the sales vice president's office, but the various chains of command down to the man in the field will have an opportunity to suggest revisions. The man who will have the last word: the vice president—staff.

At the outset, the Reading, with 27 sales locations across the country (11 of them new ones), plans to establish quotas on an agency basis. Sales offices that qualify as agencies for the quota plan are those connected to Philadelphia headquarters via Reading's TRACE (Teleprocessing Random Access Communication Exchange), which is designed to give car tracing information to any location in a matter of seconds.

If an office makes its quota, all salesmen in that office will share equally in the bonus payment. Next year, the road hopes to have the system functioning

smoothly enough to be able to make payments for individual performances. It will use IBM cards to evaluate a man's sales activities.

"We will be able to look at the operating techniques of the man who does well and the man who does poorly. We hope to get an insight into the success factors—at what level they are making calls, how frequently, whom they are seeing, and so on."

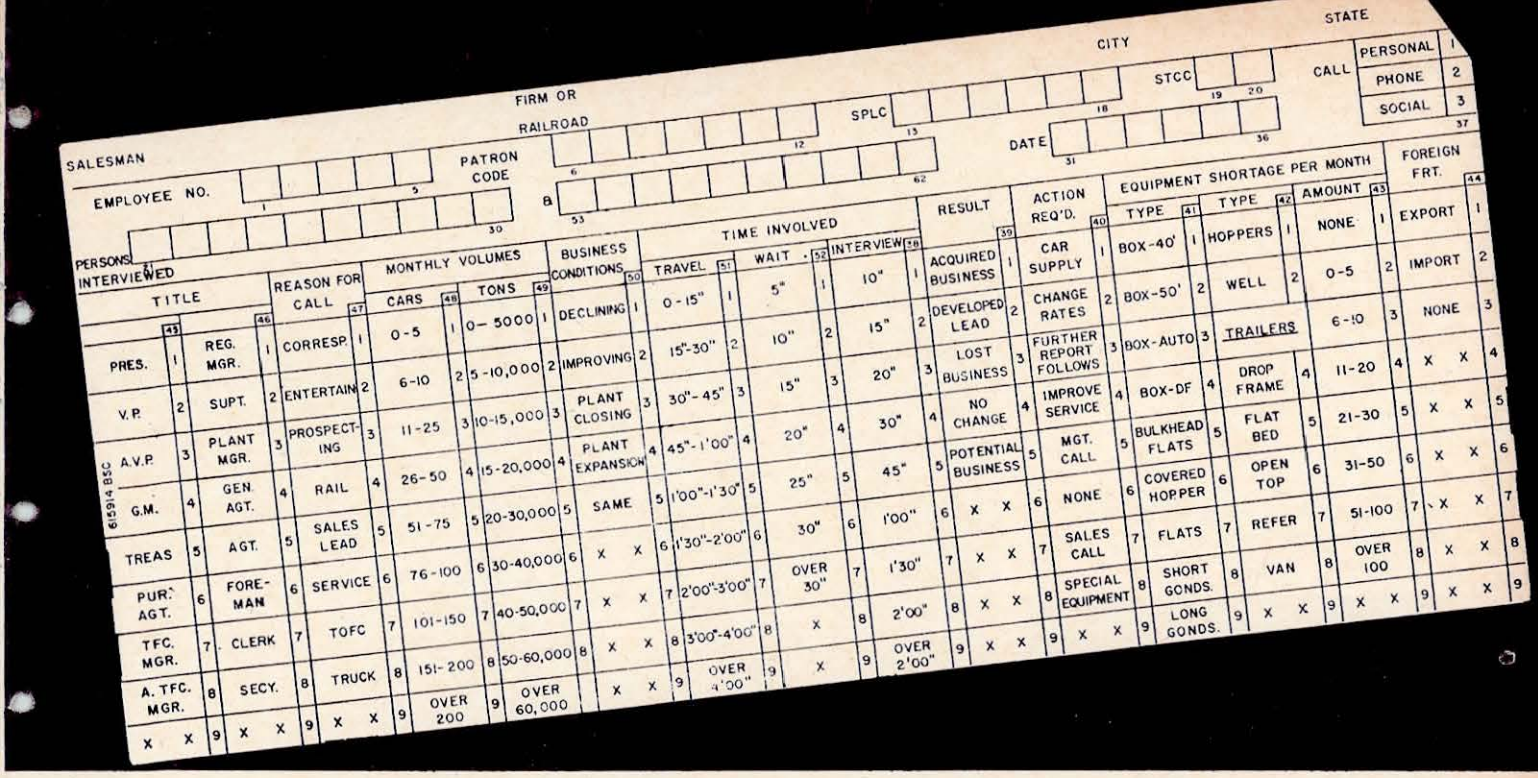
The quota system will work on the agency level, on the regional level to the general manager's office, and finally to the vice president's office for the entire system.

Although sales goals will be established on a monthly basis, for purposes of compensation, quotas, as well as bonuses, will be handled on a quarterly basis.

This was done, Humbert said, because seasonal fluctuations in traffic or bad weather could hurt a man—or the railroad—quota-wise, while on the other hand a strike on another railroad might cause an upsurge in traffic for the Reading. To compensate for these variables, the railroad has set its quotas on a monthly basis, while compensation will be paid on a quarterly basis.

"We hope this arrangement will even things out. At least at the start, we're going to try operating this way," Humbert explains.

The salesmen will get their quotas spelled out to them in both carloads



Reading will keep electronic tabs on salesmen's efforts

MAKING A POINT, Reading's vice president—staff, Jack C. Humbert, in a Railway Age interview, explains that IBM sales call cards (above) will be used to provide information from the field on a man's sales activities.

and tonnage. What they sell over the quota by the car or by the ton will be measured by per cent. In figuring what their bonuses will be, the higher per cent of the two will be used.

"This again protects the salesman," says Humbert. "For example, if we put 100-ton covered hoppers into service, replacing some smaller cars, the number of carloads would go down but the tonnage would go up. So we'll measure both ways, with quotas in both, and if his carloadings are up, say 2%, and tonnage is up 3%, we'll pay the 3%."

Reading officers believe they have minimized the problem of "who secured the traffic" by setting up a measurement of both inbound and outbound business.

The compensation for sales effort has been set up according to a formula that will pay out 2% of annual salary to a salesman if he makes his quota, and up to 5% of his yearly income if he exceeds his quota by 8% or more. The maximum annual payment would be 20% of the man's annual salary (5% per quarter) which would occur when an agency exceeded its quota by 8% or over for four quarters.

While Reading sales personnel will be earning extra money through the incentive system, they'll also be in line for salary review under the road's merit system. Annually, their performances will be studied and salary adjustments —up, or down—will be made and promotions recommended where warranted.

Also, each January, all sales personnel will be ranked by the general managers in the order of their performance in the preceding year.

"The men will be told their rank and how it was arrived at," says Humbert. "I'd like to see them all ranked at the top."

Marketing department men will work under basically the same system as the sales department men, with some modifications. A similar plan has been designed for Reading's trucking operation.

● **How the railroad will benefit.** Humbert has great faith that the plan will work.

"The important thing in setting up a compensation program like this is that you have good statistics to base it on. You have to have a good foundation. I think with ours, we've really come up with a good one."

He believes that job rewards, based on performance, will mean benefits for both the employees and the railroad.

"The men are interested, it's all they want to talk about. They want to earn that extra money—and that's a good sign," says Humbert. He thinks that such a system could do much to replace the across-the-board raise idea, instead basing extra compensation on performance.

In arriving at the plan, Reading officers were faced with a number of problems. Should the house accounts—the big ones—be included in the system? (They were left in.) Should traffic be broken down by commodities? (This would get too confusing, it was decided.) And what happens when a salesman secures some traffic through a shipper's headquarters in his area, but the traffic actually moves between two points outside of his territory?

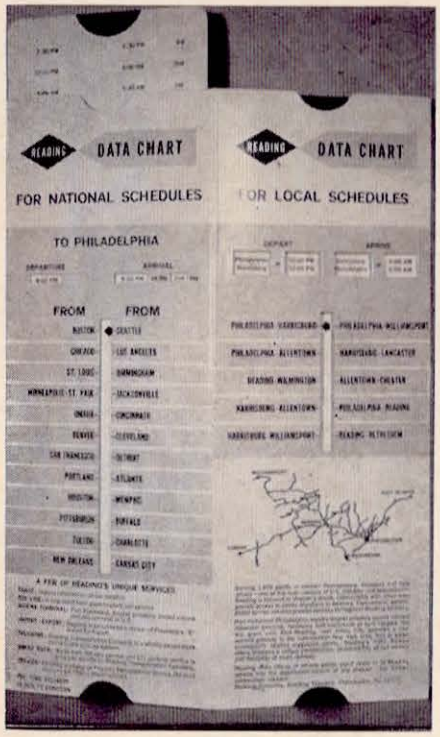
"We talked about all of these things and there were valid arguments on many points," Humbert recalls. "But we felt that to get the program off the ground we should keep it as simple as possible while making it fair."

He said that, obviously, quotas must be realistic. "If we come up with a bad quota, everything else falls by the wayside. But this should not be a problem, since we'll have monthly, quarterly and — from previous years — annual quotas to go by."

● **Providing the tools.** In preparation for its all-out sales effort, Reading arranged to have specialized training for its sales, marketing, and, in some cases, operating people. Two days a week, from 8:45 in the morning to 4:30 in the afternoon, for 12 weeks, Reading men in the home area spent time alternating between a course on product knowledge and a Dale Carnegie business course tailored to railroad needs. Off-line men attended special classes in New York, Chicago and Atlanta on product information, and took

READING'S NEW "BEE-LINE" SERVICE is available between any two on-line plants on short notice, is generating new business for the road.

DATA CHARTS have sliding cards with arrow indicators that quickly give local and national freight schedules.



Specially designed rail services—such as "Bee-Line" operations—and

the Dale Carnegie courses on an individual basis in their hometowns.

During the 13th and final week of the course, 130 sales, operating and marketing men met in Philadelphia for an intensive training session that required each man to get up and make a sales pitch to the group. Their performance was judged by their co-workers, and this was followed up by a 120-question written examination.

There was a valuable by-product from the Reading's training effort. Says Humbert: "For perhaps the first time, our salesmen got to know the problems of the operating people, and vice versa, and a new understanding and rapport was developed."

Giving salesmen the proper tools by which to sell their railroad's services is high on the Reading's "must" list. Admittedly trying to create a new image (it improved its on-time performance from 50% in 1964, a figure not untypical for the industry, to between 85-90% during 1966), Reading is running hard to cultivate new business where it can.

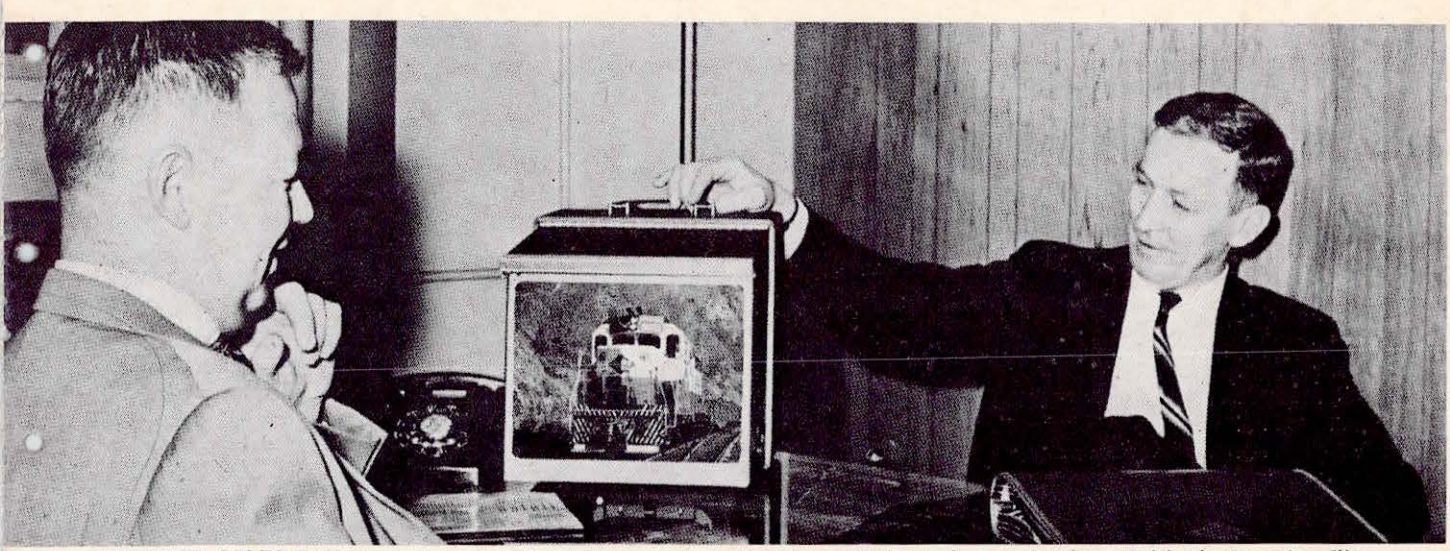
One innovation: Its highly successful "Bee Line" service, whereby a shipper can give the railroad two hours' notice to have his cars picked up and delivered to any point on the system in a matter of hours. The small crews, selected from the "extra" boards, operate the trains from origin to destination, running through any division or terminal points en route.

Another new sales tool is a 14-minute color movie, "Your Track to Profit," produced by Reading's public relations staff, that will be shown by salesmen to prospective customers in a special desk-top motion picture projector.

Still another innovation is a direct mail program to all Reading salesmen which includes among other material, publicity and advertising reprints. The aim: to keep sales enthusiasm high. The Reading also provides a vest-pocket-size "slide rule" data chart which gives easy readings of national schedules to and from Philadelphia, local schedules on Reading, and piggyback data.

All these elements are just the beginning, says Humbert. "We promised our men we'd give them every tool they need to do a first-rate job, and we're going to back that up." ■

promotional devices are giving Reading men new sales tools



DESK-TOP SALES PITCH can be made by salesman on road with portable projector showing of 14-minute sales film.

L&D payout last year reached $165 million

- **Railroads paid out about $1.67 for every $100 taken in, a large rise over the '65 figure.**
- **A breakdown of loss-and-damage causes shows the importance of quality-control programs.**

The figures being compiled by statisticians at the AAR Freight Claim Division are all grim.

The industry's payout in 1966 to irate customers for shipments that had been lost or damaged came to a staggering $165 million. It was a 10.6% jump over 1965's whopping $149.5-million payout for L&D. Even worse, trends at the end of '66 point to a higher L&D payout in '67.

With 11-month totals already firm, and with a good sampling of December figures already posted, there is little chance there will be any cheerful aspects to the unwelcome record. During the first 11 months of 1966, railroads paid out $151,078,294 for L&D, compared with $136,610,332 during the first 11 months of 1965. For the 12-month period ending in November of last year, the payout came to $164,-274,224, compared with $149,235,428 for the 12 months ended November 1965.

Over-all, the industry seems to have paid out about $1.67 for freight claims for every $100 taken in, a substantial rise from the $1.59 per $100 ratio in 1965. Many individual roads would have been grateful to have been average in their L&D payout. Roads with L&D payouts of $2.46, $2.13 and even $3.21 per $100 were not unusual.

- **Some bright spots.** A few roads improved their L&D performance in 1966. Northern Pacific, Denver & Rio Grande Western, Erie Lackawanna, Gulf, Mobile & Ohio, Missouri Pacific, Frisco, Southern, Texas & Pacific and a few other roads were among the handful of winners. Perhaps not too strangely, five of the eight roads that checked in with an L&D betterment in 1966 already had below-average payout ratios.

A glance at the causes of L&D payout (see table on page 31) underscores the importance of carrier quality-control programs and the need for more knowledge about the problem. Almost $100 million of the '66 L&D bill is attributed to "improper handling and all damage not otherwise provided for," a rather casual lumping together of what are obviously the two largest factors in L&D.

No one really knows how the $100 million should be credited, except that experienced men know improper handling is a large factor in the problem. Some experts guess improper handling accounts for two-thirds of the $100 million—which leaves a rather large $33.3-million question hanging over the category. Looked at another way, however, one realizes the experts think improper handling causes only about two-fifths of the total L&D bill.

- **What does "theft" mean?** Lumping together related categories, what the AAR Freight Claim Division calls "grand causes," one gets a rather different view of the L&D problem than is ordinarily talked about. The category labeled "theft," for example, has a mildly comforting look. Only $825,-000 in goods stolen from the billions-worth of freight shipped by rail? But, if one adds the categories of loss-entire package, loss-other than entire package, and theft, there is a more bothersome figure standing out of the dizzying statistics: $16,830,000. It seems odd that $16,000,000 worth of shipments were just lost, while thieves only managed to get off with $825,000 in swag. Interline responsibility for shipments, of course, is based upon the word "theft."

Theft is the entire responsibility of the carrier upon whose property the theft occurred. About the only L&D reported in the theft category is where the looters are caught red-handed and convicted. But it is hardly helpful to rational analysis to have theft thought of as an $825,000 problem when it is probably closer to a $20-million problem—especially with the reduction in rail police forces on many railroads and the thinning out of rail work forces at key rail terminals. The increasing possibility of TOFC trailer-theft adds urgency to the problem in time ahead.

Similarly, if one adds together such "grand cause" categories as train accident, defective or unfit equipment, temperature failure, delay, fire, flood and catastrophe and employee error, one gets an idea of what less-than-perfect performance on the part of operating, mechanical, engineering and other departments can cost: $32,615,000.

L&D PER CAR AND PER 1,000 TON-MILES

Calendar Year	L&D Per Car	Revenue Ton-Miles	L&D Per 1,000 Ton-Miles (Cents)
1957.....	3.14	618,193,517,000	18.02
1958.....	3.59	551,666,710,000	19.67
1959.....	3.49	575,528,773,000	18.80
1960.....	3.61	572,308,838,000	19.22
1961.....	3.93	563,360,761,000	19.96
1962.....	4.19	592,862,417,000	20.29
1963.....	4.57	621,737,176,000	21.22
1964.....	4.89	658,638,722,000	21.55
1965.....	5.04	697,860,665,000	21.33
1966*.....	5.50	744,000,000,000	22.20

*Estimated.

MAJOR CAUSES OF LOSS AND DAMAGE PAYOUTS

	1966*	1965
Improper handling and all damage not otherwise provided for	$99,300,000	$90,095,937
Train accident	18,645,000	16,905,440
Concealed damage	16,170,000	14.681,138
Loss-other than entire package	11,055,000	10,063,672
Defective or unfit equipment	5,115,000	4,706,109
Loss-entire package	4,950,000	4,442,143
Temperature failure	$2,970,000	$2,723,539
Delay	2,940,000	2,695,015
Fire, marine and catastrophe	2,145,000	1,970,186
Theft	825,000	792,261
Employee error	800,000	730,822

*Estimated—on assumption carriers representing 95.2% of U.S., Canadian and Mexican mileage had same causal experience in 1966 as in 1965.

LOSS AND DAMAGE PAYOUT BY TYPE OF LADING

	1966*	1965†
All commodities not elsewhere classified	$13,365,000	$12,137,420
Food and kindred products	13,035,000	11,884,692
Grain	10,890,000	9,848,860
Grain mill products exc. wet process	9,735,000	8,838,108
Lumber and forest products	9,240,000	8,333,052
Chemicals or allied products	9,075,000	8,227,453
Assembled passenger autos and trucks	8,085,000	7,305,206
Freight forwarder traffic	8,035,000	7,355,317
Household appliances	7,095,000	6,516,506
Fresh vegetables	6,105,000	5,524,270
Primary metal products	5,610,000	5,061,151
Furniture and fixtures	4,620,000	4,146,629
Fresh and cured meats, packing house products, dressed poultry and small game	4,455,000	4,031,309
LCL freight	4,455,000	4,023,549
Machinery, exc. electrical	4,125,000	3,787,343
Liquors, alcoholic and beverages	4,125,000	3,725,843
Food products in cans and glass	3,795,000	3,512,691
Transp. equipment, exc. assembled autos and trucks	3,465,000	3,102,550
Fabricated metal products	$3,300,000	$3,065,735
Sugar	3,135,000	2,864,914
Structural clay products	2,805,000	2,577,502
Elec. machinery, equip. and supplies	2,805,000	2,487,135
Fresh fruit (except citrus) and tree nuts	2,805,000	2,476,358
Metallic ores and non-metal minerals exc. fuel	2,640,000	2,339,447
Shipper assn. or similar traffic	2,475,000	2,319,919
Coal	2,475,000	2,184,421
Newsprint paper	2,145,000	1,958,854
Glass and glass articles	1,650,000	1,555,135
Petroleum and coal products	1,526,000	1,387,667
Livestock	1,485,000	1,361,181
Tobacco products	1,155,000	1,091,113
Melons	1,155,000	996,299
Frozen foods	990,000	841,265
Misc. products of manufacturing	990,000	822,361
All other farm products	882,000	802,867
Citrus fruit	825,000	788,769
Cotton, in bales	575,000	523,371

*Estimated—assuming 1966 payout ratios were similar to those for 1965. †For carriers representing 95.2% of U.S., Canadian and Mexican mileage.

Taken together, the two groups of causes come to $49.4 million. Almost a third of the L&D bill is caused by factors quite outside the responsibility ordinarily thought of as the bailiwick of the railroads' L&D-prevention experts. It suggests, at least, that railroad managers who expect progress with quality-control programs expect too much when they exhort their L&D prevention officers to go out and shout at the switchmen and to tell the shippers how to use all the fine new equipment being bought to eliminate L&D.

● **A job for everyone.** The need to coordinate and concentrate the efforts of top operating, mechanical, engineering, security and traffic officers—if any serious attempt is to be made to reduce that $49.4 million hiding in the L&D payout—is obvious, say thoughtful observers of the L&D scene.

And what about the $115,470,000 paid out for the "Improper handling, and all other damage not otherwise provided for" and the "concealed damage" categories? There is little agreement among experts as to what that $115.5 million implies. Some suggest the switchmen, aided by heavier cars, longer trains (greater slack action) and higher speeds are pumping up the payout year-after-year. Others say improper loading practices and the shaving of pennies in packing and dunnage practices by shippers generate about half

the claims for the two categories.

It is a matter of record in the Freight Claim Division L&D Prevention Section that dramatic improvements have followed detailed work with shippers of specific commodities. Few such dramatic success stories are told after the frequent campaigns structured on the premise that improper handling is the key to the entire L&D problem.

• **Analysis is difficult.** However, experts point to one drawback to analysis by cause of L&D: The reporting system through which the figures are funneled to the AAR is almost completely unreliable. Inspection reports of L&D to shipments are rarely made by qualified personnel. Indeed the majority of shipments upon which claims are filed are never examined by a railroad man, much less an observer trained in L&D-prevention realities.

Analysis by commodity is something else. A glance at the payout for particular commodities indicates why staff analysis beginning at the AAR Freight Claim Division may provide some handle for L&D prevention experts to grab in time to come. More than 60% of the total L&D payout was for the top 11 items of the 37 categories of commodities. If one subtracts (as one probably should) the top category ("All commodities not elsewhere classified"), one still finds 10 commodity categories responsible for 52.7% of the L&D payout.

Considered alongside the fact that about 30% of L&D payout stems from causes ordinarily not the responsibility of L&D-prevention forces, one begins to sense the magnitude and complexity of the problems to be overcome before the industry can hope to mount a quality-control program with a chance to turn present trends.

Basic need: A standard L&D form

If the L&D problem is not yet on a slide under a microscope, chances are good that the AAR Freight Claim Division has finally got a telescope fixed on the target.

Last July, L&D-prevention-section experts began laboriously codifying three months' worth of claims for more than $500. Railroads poured more than 25,000 distribution statements (the form that settles an L&D claim) into the Freight Claim Division offices at Chicago for the study. And part of the L&D problem confronting the industry tied the researchers in knots.

• **Statements are not uniform.** Each railroad has its own distribution statement. And an appalling percentage of the distribution statements proved to be unusable. More than 10% of the submitted distribution statements (each for $500 or more) proved to be in some fashion substandard for use in the careful compilation of the commodity study.

Last week, Chief Special Representative R. W. Johnson could point to a four-inch statistical summary and say that the task of codifying the staggering amount of data in the 22,000-or-so usable distribution statements was about over. The AAR's commodity specialists are about to get to work on it. Executive Vice Chairman W. F. Paden of the Freight Claim Division says analysis by the specialists will pinpoint repeater claims and allow them to dig up supporting data quickly for getting at the cause of claims for which a pattern is created by the survey's results.

• **Computer would help, if . . .** It is the first time an industry-wide analysis of claim experience has been undertaken by the AAR Freight Claim Division L&D-prevention section. Asked if such work wasn't better performed on a computer, L&D Prevention Section Director Carl Naffziger agrees. But he points out the fact that keypunch operators would have found the task impossible because of the great variety of distribution statements in the sampling. "If we'd had a standard distribution statement to deal with, the collection and summarizing of data would have been relatively easy."

The trend toward staff analysis at the Freight Claim Division is pointed toward future cooperative effort with the AAR Data Systems Division.

"We've already seen enough," notes Paden, "to know we'll go to a study of claims for $100 or more when we've learned how we can measure the direction we should be taking with specific commodities as a result of our study of $500 claims. We are seeking closer ties with the computer experts—and that should be easier to achieve if the industry decides to adopt standard distribution statements and inspection reports."

Anti-L&D hardware improves each year

Cars tailored for specific ladings are a basic element in the battle against loss and damage.

In recent years, a steady stream of devices, gadgets and techniques has been developed to help railroad men combat loss and damage to ladings.

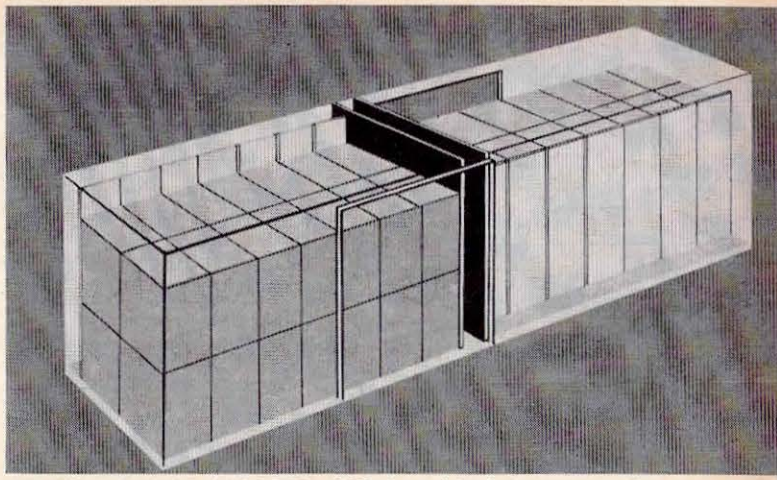
Hardware as sophisticated and advanced as cushioned underframes and cushioned couplers, and aids to damage-free shipping as simple and ingenious as inflated dunnage bags have all helped to control the quality of rail transportation in recent times. Sidewall fillers, bulkhead devices for separating and firming loads, tie-down chain systems and other devices are no longer considered exotic by the men who load cars at shipper docks.

• **Constant refinements.** In 1966, most L&D-prevention devices were refinements of devices and equipment previously available. A trend toward over-all "system" use of L&D-prevention equipment has been evident in recent years as cars equipped to handle specific commodities have proliferated.

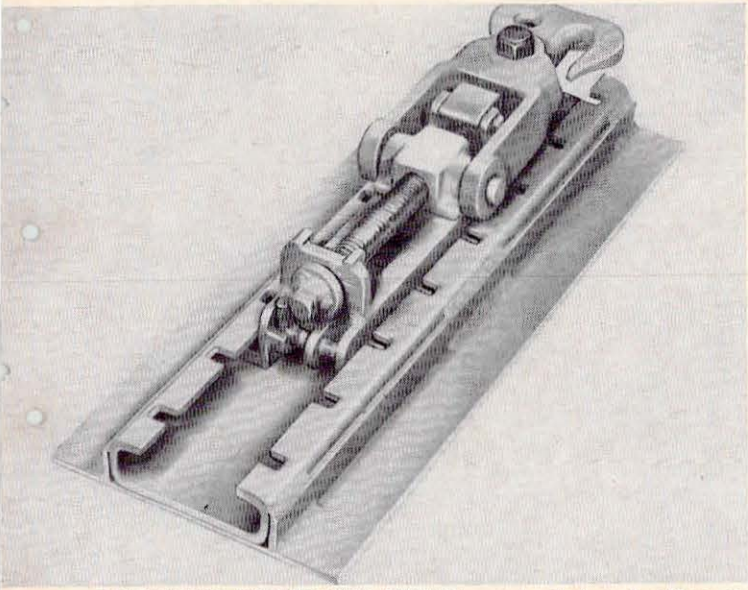
The Equipment Specialties Division of Unarco Industries introduced a car late last year that illustrates the trend toward tailoring equipment for a specific load. The car—equipped with sidewall fillers, wide doors and new Auto-Lok load dividers—offers shippers what Unarco says are multiple benefits from "increased cubic utilization, greater protection of lading and reduced loading time." Staggered oversize doors, load dividers that can be operated from the outside of the car and sidewall fillers permit efficient pallet loading in the doorway areas of the car.

• **New flooring material.** Western Railroad Supply Co. introduced what it says is a splinter-free, infestation-proof flooring material that can substantially reduce claims caused by splinters to cartons and bagged freight. Called Roc-Wood, Western's flooring material is composed of hardwood

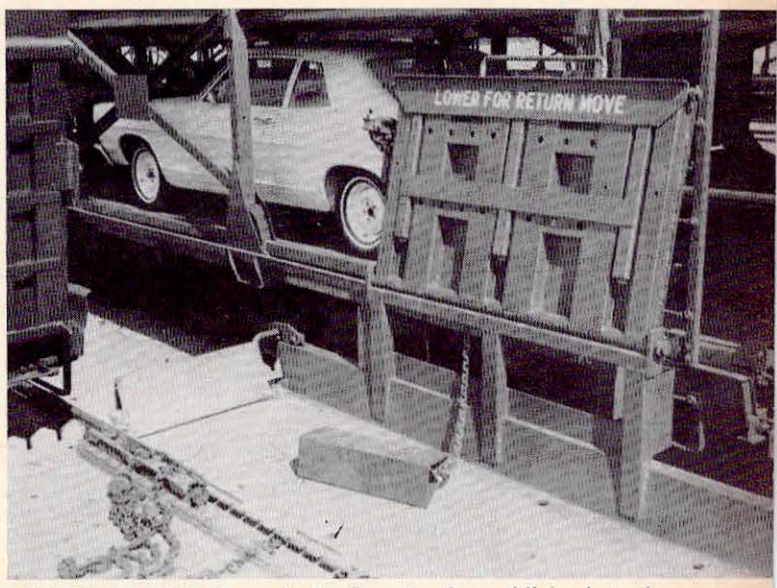
ROC-WOOD FLOORING MATERIAL can be applied by unskilled labor, says Western Railroad Supply. If subflooring is sound, existing floor can easily be prepared for application of Roc-Wood.



UNARCO-EQUIPCO FULLOAD CAR has interior components which allow 56 pallet loads to be placed in 50-ft car. Car is an example of trend to tailoring equipment for a specific load.

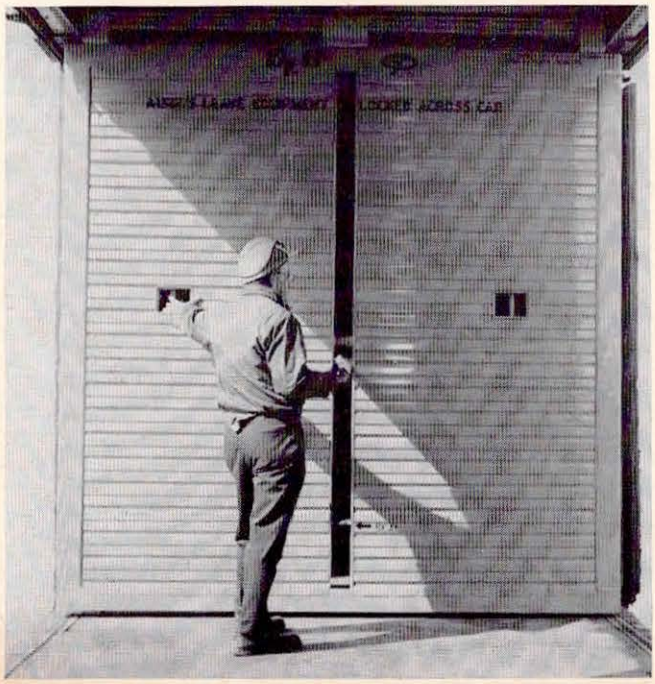


BRANDON'S SCREW-TYPE WINCH, newly designed, offers infinite chain take-up and adjustment for uniform tension to chains fastened to vehicle frames and undercarriages.

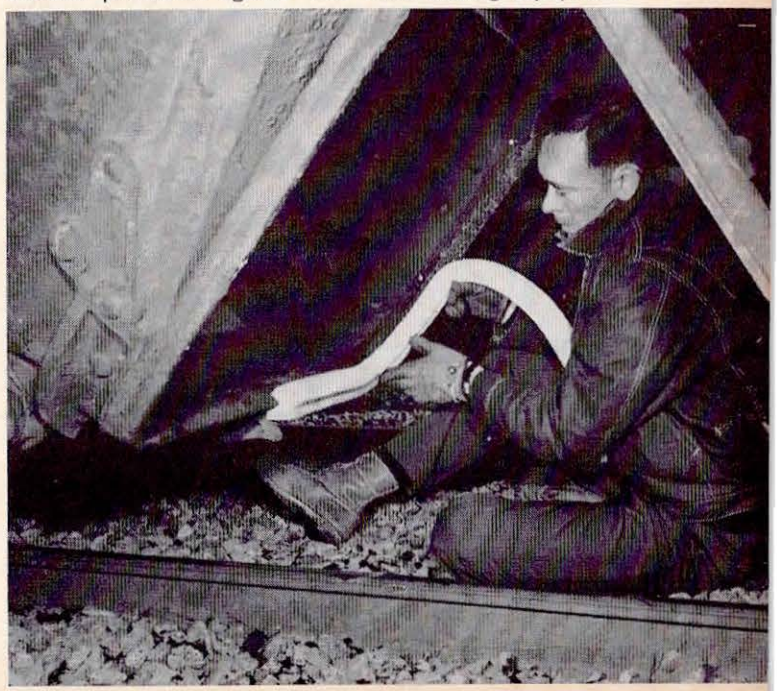


FOLDING PLATFORM, made by Brandon for saddleback loading, can be handled by one man. It is said to be easily repositioned to the opposite end of the car.

EVANS PRODUCTS' self-locking DF-B bulkhead is available with fullwidth trolley beam (below), or with an end-supported beam. Door can be operated from outside or inside the car.



INTERNATIONAL-STANLEY'S flexible hopper-door gasket is said to be easy to install. It provides a tight seal and all-weather protection against loss from leaking equipment.



fibers and other inert materials chemically treated and bonded with durable plastic binder providing both density and structural strength.

Roc-Wood comes in both nailable and regular formulas.

International-Stanley Corp. has developed a flexible urethane hopper gasket designed to form a tight seal at hopper door openings for eliminating loss of lading. The material comes in 1½-inch by 1½-inch by 48-inch sections, with one side slotted to fit over the rim of hopper slides. Two 48-inch sections are butted together to seal one opening. The closed door completes the seal and holds the gasket in place. I-S says that the gasket is ideal for salt, sand, pellet ore products and fertilizer and grain products, and that it will hold up under all weather conditions.

● **Special bulkhead.** Evans Products Co. has introduced a self-locking, non-rotating DF-B Bulkhead which allows operation from either side of the car from the loading dock. Locking pins at top and bottom of the bulkhead are automatically released whenever the operating handle is released, a feature which Evans says will help prevent damage to lading, car and bulkhead that can result from an unsecured bulkhead.

Brandon Equipment Co. recently introduced two new devices aimed at controlling L&D of automotive shipments.

Folding platform

Brandon's new folding platform for saddleback loading is said to be an improvement upon conventional removable pedestals. The folding platform device provides maximum clearance for drive-through in circus-type loading. It can be handled by one man and can be easily repositioned to the opposite end of the car, obviating the need for turning positioned equipment.

● **Screw-type winch.** Brandon's newly designed screw-type winch offers infinite chain take-up and adjustment for uniform tension to chains fastened to vehicle frames and undercarriages. It is adaptable to power-operated take-up and, says Brandon, is suited for securement of heavy vehicles.

Keystone Railway Equipment Co. introduced new vacuum gravity discharge gates said to provide fast, efficient discharge by vacuum. Providing air flow in one side, across the bottom of the hopper and out the other side, the design is said to provide gentle handling of lading particles. Operation of the gate requires only removal of vacuum hose receptable caps and attaching a vacuum hose.

L&D problems get airing at Purdue

Annual conference on handling perishable agricultural commodities discusses the U.S. distribution capacity and service.

L&D prevention experts are usually out in force every March at Purdue University's annual International Conference on Handling Perishable Agricultural Commodities.

● **What they learn.** They go to get an idea where the next L&D problems with perishables are going to come from. They listen to researchers, agronomists, marketing specialists and, occasionally, ecologists, worry about the future of U.S. food production. And they get a line on what the experts say the mounting output of U.S. farms, ranches and orchards requires in the way of distribution capacity and service.

The twenty-first ICHPAC session March 21-23 was no exception.

Speakers told what progress had been made in the use of artificial atmospheres as a decay-retardant. Two speakers addressed themselves to the manner in which transportation shapes both the producing areas and markets. Richard J. Crom, of the marketing economics division of the U.S. Department of Agriculture, in a paper prepared for the session, described the rate-logic behind the relocation of meat production and processing plants since World War II. Another USDA man, A. Clinton Cook, described the kind of distribution systems for internal and international movements of perishables that are suggested by trends in the rapid expansion of U.S. markets for Mexican vegetable and fruit production.

● **Atmosphere problems.** Chester Parsons, from the USDA Plant Industry Station at Beltsville, Md., told the L&D-prevention experts it was unlikely that artificial atmospheres will soon come to the aid of transporters of perishables.

"It appears that the most practical use for controlled atmospheres will be in the prolonged storage of fruits and vegetables rather than for short, transit or holding periods," he said. "Difficulties in selecting and maintaining proper controlled atmospheres are the principal deterrents to use of controlled atmospheres. There is no single, controlled atmosphere suitable for all commodities."

● **"Revolution" coming.** Cook's word for what is ahead in transportation of perishable commodities is "revolution." He said changes now under way will be "obsolete by the time they become operational." Computers will be needed to keep track of equipment, schedules and deliveries. Yards and port facilities must be rebuilt. Containers will move from packing houses to distribution centers before being opened.

"Thus," he went on, "the systems of grade, quarantine and customs inspection must be completely revised. It should be possible to ship a container anywhere in the world on one bill of lading—regardless of how many modes handle."

● **Meat and transportation.** Crom analyzed the effect of transportation equipment, services and rates on the location of the livestock slaughter industry since World War II. "The share in the New England and upper mid-Atlantic states declined 4.3%. It increased in the South about 1/2%. The North Central states declined about 4%, while the Plains states and Southwest increased 2%. The West increased more than 5%."

Crom's point was that the 19th century plants were located near consumer areas because of poor refrigeration, and cheap labor. As the plants became obsolete—and as city labor became more costly relative to rural labor—they were depreciated out. New plants were built closer to production centers.

● **The shift continues.** Has the shift in slaughter plants stopped? Crom cited a computerized study of optimum plant location that indicated further shrinkage of such plants in New England and the upper mid-Atlantic states (from 9% of national total to 4%). In the Southeast and South, plants will go from 8 1/2% of the national total to 7.8%. The Corn Belt states could increase their present 38% of national production to 42%.

Crom also described a growing requirement from producers for fast, direct transportation at "reasonable" but compensatory rates for meat that may go straight from packing plant to supermarkets—in consumer cuts rather than carcasses. ■

1) In your experience, how do the new types of freight cars being more and more widely bought by railroads perform, in respect to damage reduction or prevention, as compared to conventional equipment?

Better	69
Same	5
Worse	1

2) Regardless of how you reply to Question 1, what factors lead you to answer it as you do?

See following text.

3) What types of cars do you principally use?

Box	68
Covered hopper	28
Open hopper or gondola	15
Flat	11
Refrigerator	9
Other (tank, TOFC, coil, Airslide)	8

Special cars do help to cut L&D, shippers say

Load-restraining or cushioning devices eliminate or greatly reduce damage, but even the best cars are not the only answer.

In one of the most nearly unanimous Traffic Polls Railway Age has ever conducted shippers give a ringing endorsement to "special" freight cars as an effective means of reducing or even eliminating loss and damage.

At the same time, they make perfectly clear their feeling that cars alone cannot do the whole job. Careful handling of cars, and good loading, many say, are still just as essential as they have always been.

● **Proof of the pudding.** The heavy majority opinion, that good modern cars do cut damage, is not based on mere guesswork.

It is predicted on what are termed "irrefutable facts" by W. D. Gordon, manager, transportation and purchasing, Shenango, Inc., Pittsburgh. "Practical experience" leads to the same conclusion for H. J. Rogers, director of Traffic, Heublein, Inc., Hartford, Conn.; R. C. Waehner, manager of transportation development, Lever Brothers Co., New York; and H. A. Osterhart, general manager, traffic and distribution, Gerber Products Co., Fremont, Mich.

M. J. Posig, general traffic manager, Thomas J. Lipton, Inc., Englewood Cliffs, N. J., attributes his majority vote to "actual studies." So do W. R. Ross, director of transportation, Diamond Alkali Co., Cleveland; R. C. Berry, vice president, traffic, U. S. Gypsum Co., Chicago; and A. E. Finger, Jr., TM, Nashua Corp., Nashua, N. H.

Some respondents give added explanations. "Our own check of shipments moving in older equipment versus shipments in new types of equipment shows lower incidence of damage and over-all better arrival condition," says Loren Olsen, GTM, Kaiser Gypsum Co., Oakland, Cal. From across San Francisco Bay J. J. Kelly, manager, transportation and distribution, C&H Sugar Refining Corp., writes that "we have recorded claims experience with plain box cars versus the cushion underframe car with bulkhead doors, and reduced the number of claims by about 80%."

Still more specific is H. T. Jacobson, TM, Bridgeport Brass Co., Bridgeport, Conn.: "Since starting use of damage-free box cars and covered gondolas we have more than doubled the weight per car. We previously used 600 to 1,000 lb of new lumber, 2-in. x 12-in. planking, and 4-in. x 4-in. bracing, and still had considerable damage at times. Today we rarely find it necessary to file a claim unless we have loaded in ordinary box cars."

● **What type of car?** These and other answers leave no doubt that shippers like "special" cars, from the standpoint of damage reduction or elimination. But the phrase "special car" is admittedly a generic term, open to possible confusion. There are, for example, box cars with interior load-restraining devices of several different types. There are box cars with exterior cushioning or ride-control devices. There are box cars with both. There are covered hopper cars, covered gondola cars, bulkhead flat cars, and so on. Understandably, different shippers have different favorites.

It is not, certainly, to be inferred that a shipper mentioning only interior load dividers for box cars necessarily dislikes exterior ride-improving devices. Nor would it be fair to assume the contrary. Speaking only of box cars, however, it is interesting to note these comments:

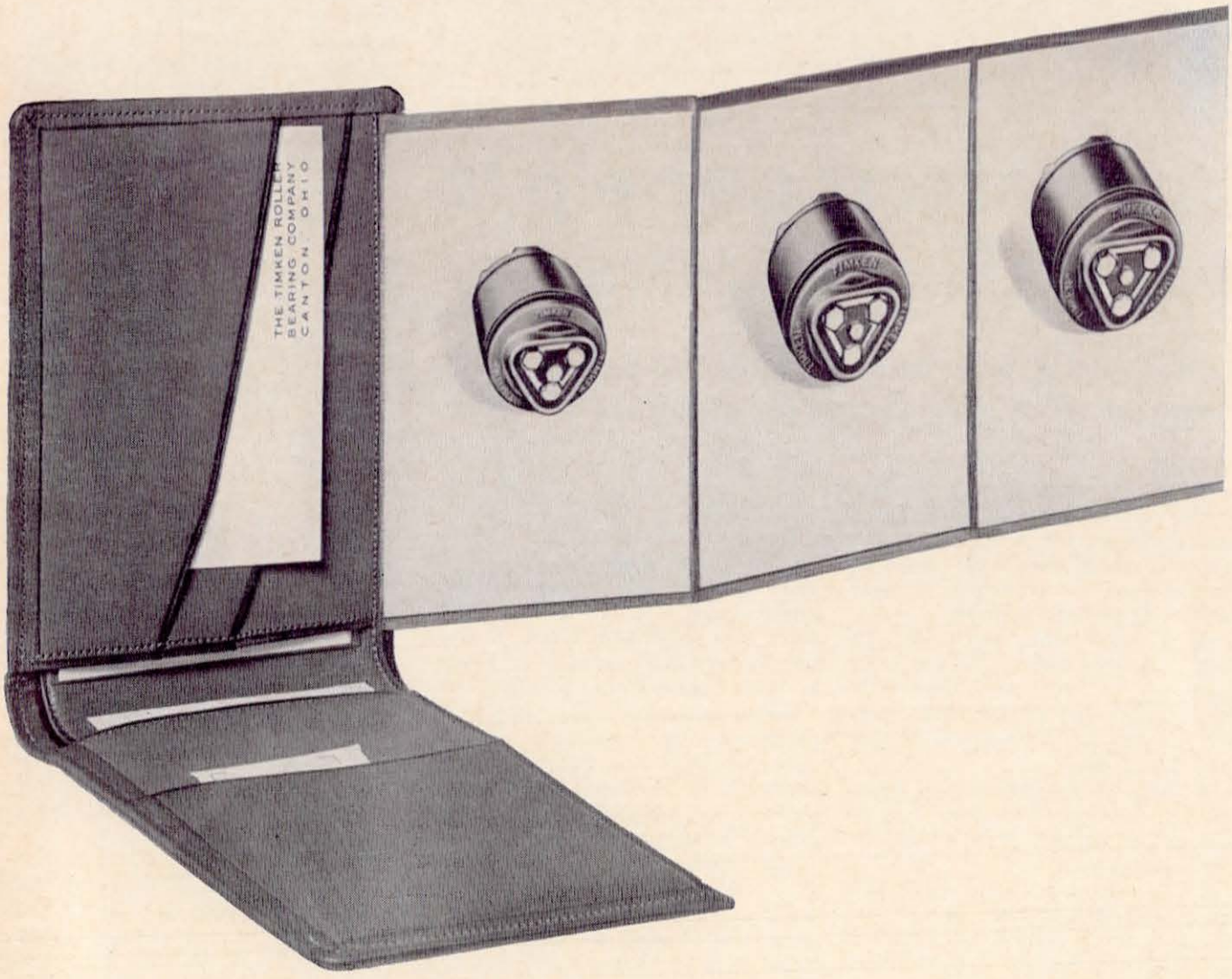
"Damage-free and Compartmentizer cars have been a big help in reducing our damage," comments J. E. Bellwoar, TM, Paper Manufacturers Co., Philadelphia. "We have a lot of stop-off cars. Conventional cars, no matter how we braced them, always seemed to result in damage to the lading. We now load damage-free equipment and find we have no damage to package freight."

"Since advent of damage-free cars our claims have gone from extremely high to negligible," says V. A. Johnson, corporate traffic manager, Dana Corp., Toledo. "Damage-free and specially equipped cars do a better job of protecting our ladings," agrees J. B. Haas, GTM, Bendix Corp., South Bend, Ind.

Cars with exterior cushioning draw as many favorable comments. With them, "we encounter no problems with load shifting, let alone damage in transit," says T. A. Dooley, director of traffic, Stanley Works, New Britain, Conn. "We are very pleased with them," agrees P. T. Catalano, traffic and distribution manager, Steelcase, Inc., Grand Rapids, Mich. "They prevent load shift and give a softer ride, with no damage."

(Continued on page 42)

Meet the family. We just happen to have their snapshots.



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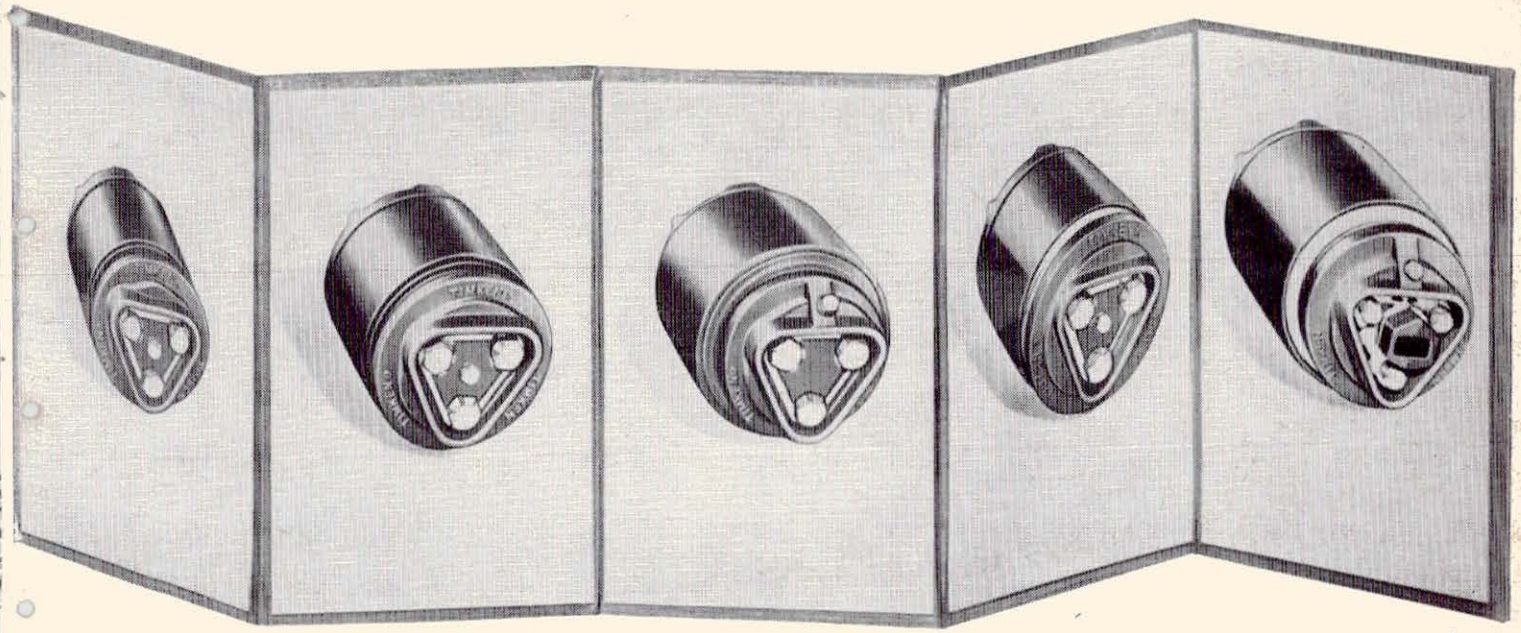

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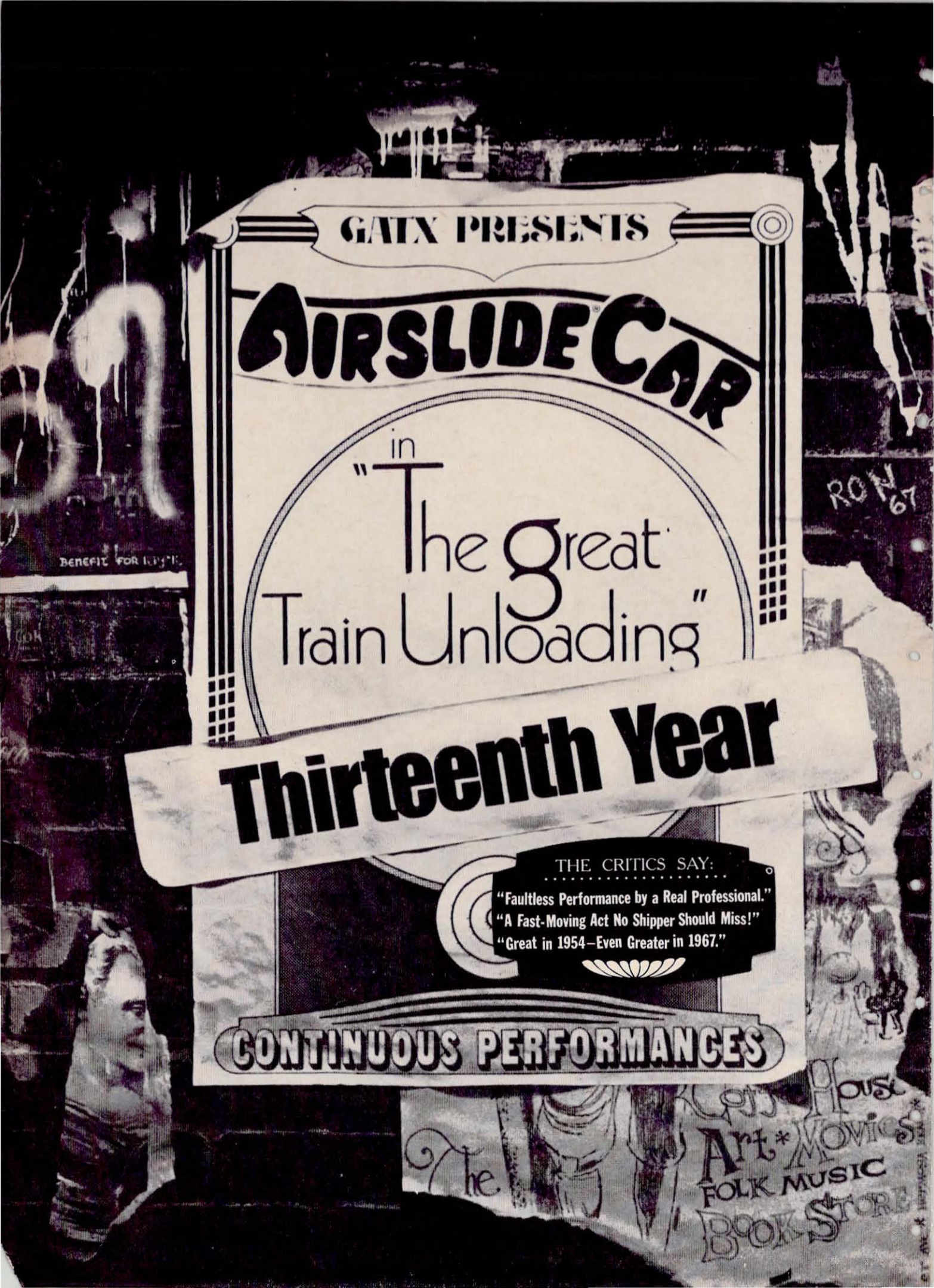
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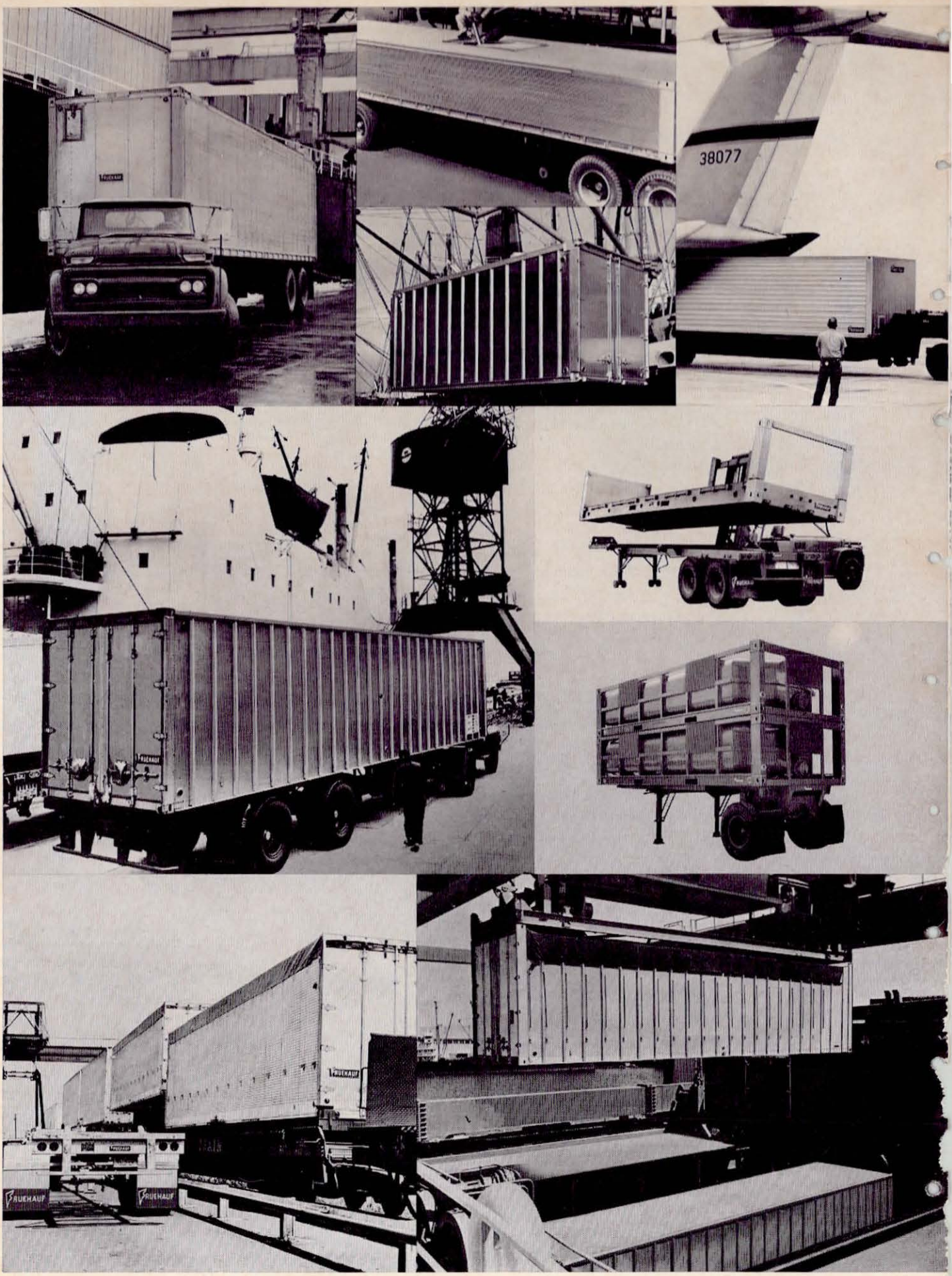
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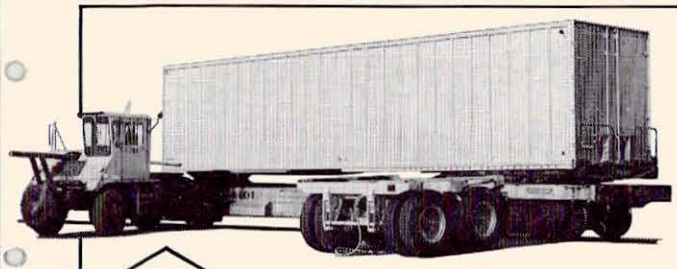

The Fruehauf Flexi-Van System is designed for speed, simplicity, economy and versatility. Containers can be side-loaded onto railcars (outfitted with turntables) without use of costly, complicated lifting equipment or fixed installations. Adapts to all transportation modes.

Fruehauf's Patented Couplable Container System offers the flexibility and interchangeability of (1) two twenty-foot single axle containers on chassis operating as separate units, (2) tandem forty-footers when coupled, (3) container boxes with chassis detached, stacked for sea or rail transport.

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A Fruehauf means more . . . more when you buy or lease it . . . use it . . . trade it!

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Good loading, careful handling are still essential

(Continued from page 35)

That cushion-underframe cars have definitely reduced damage is pointed out by E. A. Weathers, general manager of traffic, Continental Can Co., New York, and J. L. McFadden, corporate traffic manager, R. R. Donnelley & Sons Co., Chicago.

Still other respondents—quite understandably—like a combination of both interior and exterior devices.

"Equipment of the damage-free plus cushion-ride type has reduced our package damage to nil as compared to regular box cars," writes R. A. Young transportation manager, Gulf Oil Corp. (Chemical Department), Kansas City. "We have been having less damage on inbound shipments with damage-free, super-hydro-cushioned cars," states H. M. Karel, director of transportation, Cleo Wrap Corp., Memphis, Tenn. And M. F. Tamisiea, GTM, Theo. Hamm Brewing Co., St. Paul, likes "such new technical devices as insulation, cushion underframes, better flooring—and better over-all construction."

• **Special cars for special freight.** Waehner advocates the "grocery-type car with side fillers and Compartmentizer doors." So, in effect, does Charles Donley, president, Charles Donley & Associates, Pittsburgh, in his statement that "groceries, canned goods and other damage-free car commodities have shown a vast improvement in claim experience."

H. M. Pockrose, director of transportation, David A. Joseph Co., Cincinnati, and J. J. McDermott, assistant GTM, Youngstown Sheet & Tube Co., Youngstown, Ohio, think there is merit in having cars built for specific commodities and taking into consideration specific problems of those commodities. "Cars designed specifically for particular products have helped materially in reducing impact damage, as have general-purpose cars with cushioning devices," says McDermott.

• **Covered hoppers popular.** The Poll leaves no doubt about the popularity of covered hopper cars.

A very strong statement to that effect comes from J. E. Bressette, director of transportation, Wirthmore Feeds, Inc., Waltham, Mass.: "When and only when rail carriers acquire sufficient covered hopper cars to meet the requirements of grain and feed shippers will claims for loss and damage to those shipments disappear."

Other respondents, however, are just about as positive. "Trough-type covered hoppers completely eliminate grain claims," writes C. P. Newsom, vice president, transportation, Burrus Mills, Dallas.

"Air-slide bulk flour cars produce no claims," he adds, "and plug-door box cars almost eliminate damage to packaged grain products." Also from Dallas comes the opinion of R. R. Rabon, TM, Campbell Taggart Associated Bakeries: "In the baking industry, conversion to bulk flour and bulk sugar is better than 50%, involving bulk air-slide flour cars and bulk tanks. There are no railroad claims on these."

The transportation chief of a grain company, who asks not to be identified, writes that "a box is a very poor vehicle for grain transport, as compared to a covered hopper of high cube. Until the time comes when carriers can save millions in claims and general transport efficiency through a supply of LOs for grain (about five to eight years), we will continue to 'make do' with patched up XBs."

Bulk loading helps

Bulk loading of potatoes and grain, and piggyback and containerization, have all helped to cut L&D, according to E. J. Hanson, director of transportation, Grand Forks, N.D., Chamber of Commerce and Red River Valley Potato Growers Association. Another plug for container cars as a damage reducer comes from R. J. Tyler, TM, Chemetron Corp., Louisville, Ky.

"Shock control and chain-equipped flat cars have been a big help," Frank Juranek, GTM, Clark Equipment Co., Battle Creek, Mich., points out. But other respondents feel not enough attention has yet been paid to providing an adequate supply of bulkheaded flat cars, covered gondolas or coil cars. Pockrose, for example, thinks "the gondola has not received the consideration of the specialized cars."

• **Not enough special cars.** Despite all the nice things said about the performance of special cars of various types, shippers do have complaints.

Most frequently mentioned, as with covered hoppers, is that there just are not enough of them.

"The supply is insufficient, because Eastern roads hang onto Western lines' cars," says E. R. Chapman, assistant TM, Foremost Dairies, San Francisco. "The new-type cars are few and far between," adds C. F. Willoughby, of Humble Oil & Refining Co.'s Pittsburgh specialty plant. "Thus, claims with conventional cars continue."

Even where cars are available, their use may be restricted because some shippers cannot meet minimum weights, Catalano points out.

And Karel and some other respondents emphasize that standard box cars are still needed; that their acquisition by railroads should not be slowed down or abandoned in total favor of new, large, "special" cars.

Dooley points out that, because the specialty cars are larger than conventional, "railroads have not been replacing box cars on a car-for-car basis. This aggravates the car supply problem during peak demand periods."

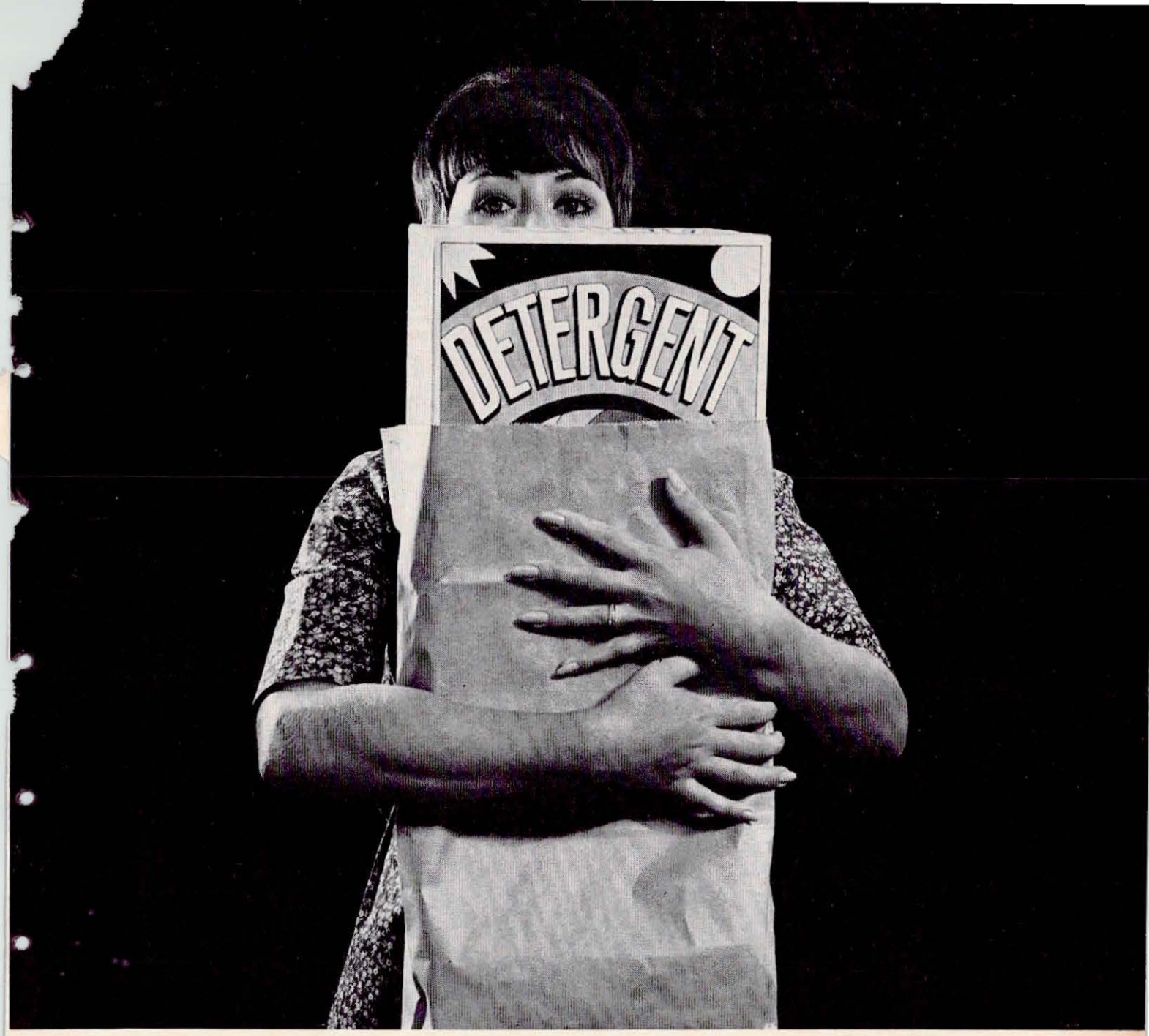
• **Cars not the whole answer.** Again despite the general approval of "special" cars, many shippers point out that they are not, by themselves, the whole answer to loss and damage.

Kelly, quoted above, says "experience still shows that damage is caused by carrier mishandling." "Railroads are nullifying some of the advantages of cushion-underframe cars by rougher handling," concurs F. R. Adams, transportation manager, Olinkraft, Inc., West Monroe, La. "Speed and length of trains and switching, as well as heavier loading to meet incentive rates, are responsible for more damage," says T. J. Rowan, TM, Mandan (N.D.) Creamery & Produce Co.

That "preventive devices are not adequate to preclude damage when cars are handled roughly," is the experience of J. S. Traunig, manager, sales operations, Ensign-Bickford Co., Simsbury, Conn. Lee Cisneros, manager, physical distribution, Cabot Corp., Boston, reports a better damage record with new equipment, but poorer with old equipment, because of higher speeds and longer trains.

"In spite of better packaging we still have the same amount of damage," according to P. W. Gosling, Minneapolis regional traffic manager, F. W. Woolworth. And F. H. Watson, Jr., TM, rates, Sterling Drug, Inc., New York, thinks "all the new equipment does is relieve the shipper from installing a large amount of dunnage. The problem of damage remains the same."

"Cars as such, except the damage-free type, do not aid in damage reduction or prevention. Cushioning and understructure improvements do. But cars do not cause damage. Careless stowing, coupling speeds and people who do not care about the consequences of their performance do. This is the over-all problem." ■



"I married a Humble Railroad Man."

GEARED TO PROGRESS P R I MEMBER

It takes the large economy size to clean up after a man who *likes* to feel a greasy gear with his fingers. Our man was checking traction motor gears that weren't doing too well on a competing grease. And he didn't stop with the gear teeth.

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He did it in locomotive shops from one end of the line to the other, because he knew no two locomotives are exactly alike.

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But he had the facts the railroad wanted to hear — because he'd seen with the eyes and felt with the fingers of a man who got his start in the railroad shops.

Humble now has the traction motor gear grease contract for every locomotive on that line. Meanwhile, our man's wife has set some sort of record in buying detergents.

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It can cost $2100 to keep this car lined if it's steel.

If it's aluminum, keep the $2100.

(No liners needed.)

Aluminum resists corrosion and it never rusts. To the railroad that owns or operates an aluminum-body covered hopper, this means savings, important savings over the car's lifetime.

Because of aluminum's smooth, easy-to-clean surface and its natural corrosion resistance, there's no danger of contaminated ladings. And the aluminum car never needs interior coatings or linings.

A steel hopper car's interior, on the other hand, often needs sand-blasting and plastic coating every 5 to 7 years. This means an added cost of about $2100 (for three applications) over the first 15 years of car life. *And the actual cost of lining can be much higher if you figure the revenues lost while the car is being serviced.*

Aluminum cars stay clean longer outside as well as inside; they never need protective painting.

The lower tare weight of the aluminum hopper pays important dividends, too. A covered hopper with a body of Reynolds Aluminum will carry from 13,500 to 16,000 lbs. more payload than a steel car the same size. This added revenue-producing power can give the owner a major income advantage, even with limited service.

Since aluminum cars command higher per-diem rates than comparable steel cars in off-line duty, their extra earning power is not confined to "captive" service.

In addition, the lighter-weight aluminum car reduces round-trip ton mileage, which in turn means lower operating costs.

Finally, at the end of its service life, the aluminum body car will be worth over $2,000 more as scrap than its steel counterpart.

When you analyze all the factors of maintenance, revenue, operating cost, and scrap value, you can see why more and more aluminum-body hopper cars are going into service every year. For details, call your local Reynolds office or write *Reynolds Metals Company, P. O. Box 2346-TM, Richmond, Va. 23218.*

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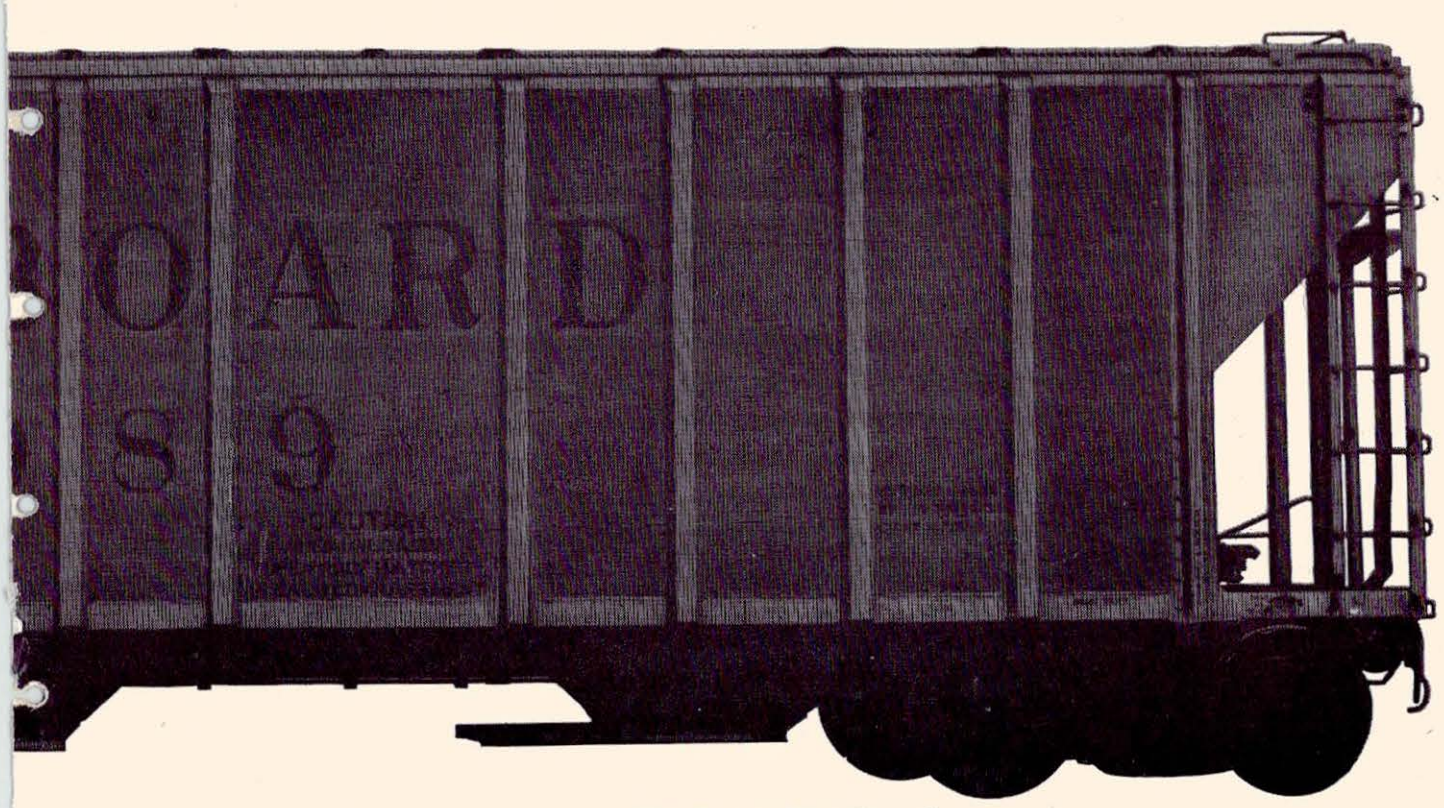

Circle 18 on reader service card

LUTHER MILLER

AS THE EDITOR SEES IT...

THE NUISANCE OF IGNORANCE—*The Nation* published a story on passenger trains recently under the headline, "Railroad Hypocrisy: The Nuisance of Passengers." One of the more temperate lines in this exercise in saffron journalism was the concluding one which lamented, "Passenger service in America is being destroyed by antagonistic management."

It is sad, but not really surprising, that such stories continue to find their way into print with such dismal regularity. Unfortunately, they reflect a widespread public misunderstanding of the railroad passenger business: If only railroad men (we sometimes think) could put across their own story in their own words. . . .

But wait a minute. *The Nation's* story (says the small print) was authored by a man who "has spent 15 years in the rail passenger field; he works for a forward-looking line."

Can a man who has spent 15 years in the railroad business really believe (as this one writes) that the Erie Lackawanna's "Phoebe Snow" was killed by "her owner's murderous tactics"? Does such a man know nothing of the costly effort E-L's present management made to revive this train and keep it going?

Read on. Our 15-year veteran of the rails is distraught over the New York Central's proposal to revamp its long-haul service—he weeps because "a passenger from New York to Cleveland will have to change three times." Does this man know how many passengers the Central hauls from New York to Cleveland, or even what the potential is? Does he think the Central's marketing men are deliberately throwing away a chunk of profitable business?

There are other such statements, each with just enough truth to make the distortion seem believable to the unsophisticated reader. With such friends as these, who needs enemies?

HELP?—We do not mean to suggest that every citizen who fights a train-off proposal is either touched in the head or an enemy of the people. Nor do we suggest that railroads have always done everything in their power to make passenger service viable.

But we do suggest that "friends" of the railroads would seem a lot friendlier if they offered a drowning man something more than a glass of water.

As a model friend of our industry—indeed, of transportation in general—we nominate Nelson A. Rockefeller, Governor of New York.

WHERE IT'S NEEDED—A few days ago Governor Rockefeller's chief transportation aide, Dr. William J. Ronan (chairman of New York's Metropolitan Commuter Transportation Authority) sat down with two editors of Railway Age to talk about the Governor's new master plan for transportation. The full story will be told in our April 3 issue; it's an exciting one.

The exchange with Dr. Ronan comes to mind because at one point he was asked whether the Governor was concerned over the long-haul picture in New York, with specific reference to the Central's proposal to revamp such trains as the "Twentieth Century Limited."

"The Governor is concerned," Dr. Ronan told us, "but he has faced up realistically to the fact that if services are not utilized by people, there's a limit to how long you can run them at a complete loss."

What concerns Governor Rockefeller, of course, is the kind of service that *is* utilized by the people—the kind of service that is vital to the welfare of the many millions of his constituents, not just an articulate handful. Instead of pouting over the "Twentieth Century", he's busy backing a plan that will pump literally a billion dollars into railroad mass transport where the need is clear and present.

The Hold That Train at Any Cost Society might want to consider the implications of this before they plan their next GPTM-burning.

TOFC growth outlined in ICC study

Growth and traffic characteristics of the nation's booming piggyback service are described in a staff study just released by the Interstate Commerce Commission.

ICC Chairman William H. Tucker said the report, "Piggyback Traffic Characteristics," describes plans, rates, and costs and the relation of piggyback to containerization and coordination.

The 70-page publication summarizes 1964 and 1965 piggyback data by all modes and shows numbers of units handled by type of plan, tonnage and revenues. It is based on 1964 and 1965 quarterly statistics reported by carriers in response to the Commission's order in Docket No. 34364, Piggyback Traffic Statistics, and on 1963 waybills. Waybill data for 1963 show patterns of piggyback in railroad operations, average lengths of haul, origin and destination areas, state-to-state movements and commodities hauled.

● **Reasons for success.** "The rapid growth of piggyback has been largely the result of its effectiveness in meeting the need for coordinated rail and motor services," the report states. "Shippers have benefitted from higher standards of service, reduction in the loss and damage associated with successive handlings of freight, and often reduced rates."

Figures show that rail trailer or container movements increased 18% from 1964 to 1965. Analysis of motor carrier use of piggyback by plans shows increased 1965 use of rail-motor Plan V. There are also profiles of increasing piggyback use by freight forwarders, and of water-carrier piggyback or "fishyback" with its almost complete reliance on containerization.

The report points out that there was substantial concentration of piggyback operations in a few railroads—five roads accounted for 41% of the total TOFC shipments. For Plan I, the five railroads with the most shipments had 70% of the total; for Plans III and II, the five leading railroads had 56% and 35%, respectively, of the total.

Copies of the report, at 45 cents each, can be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. ■

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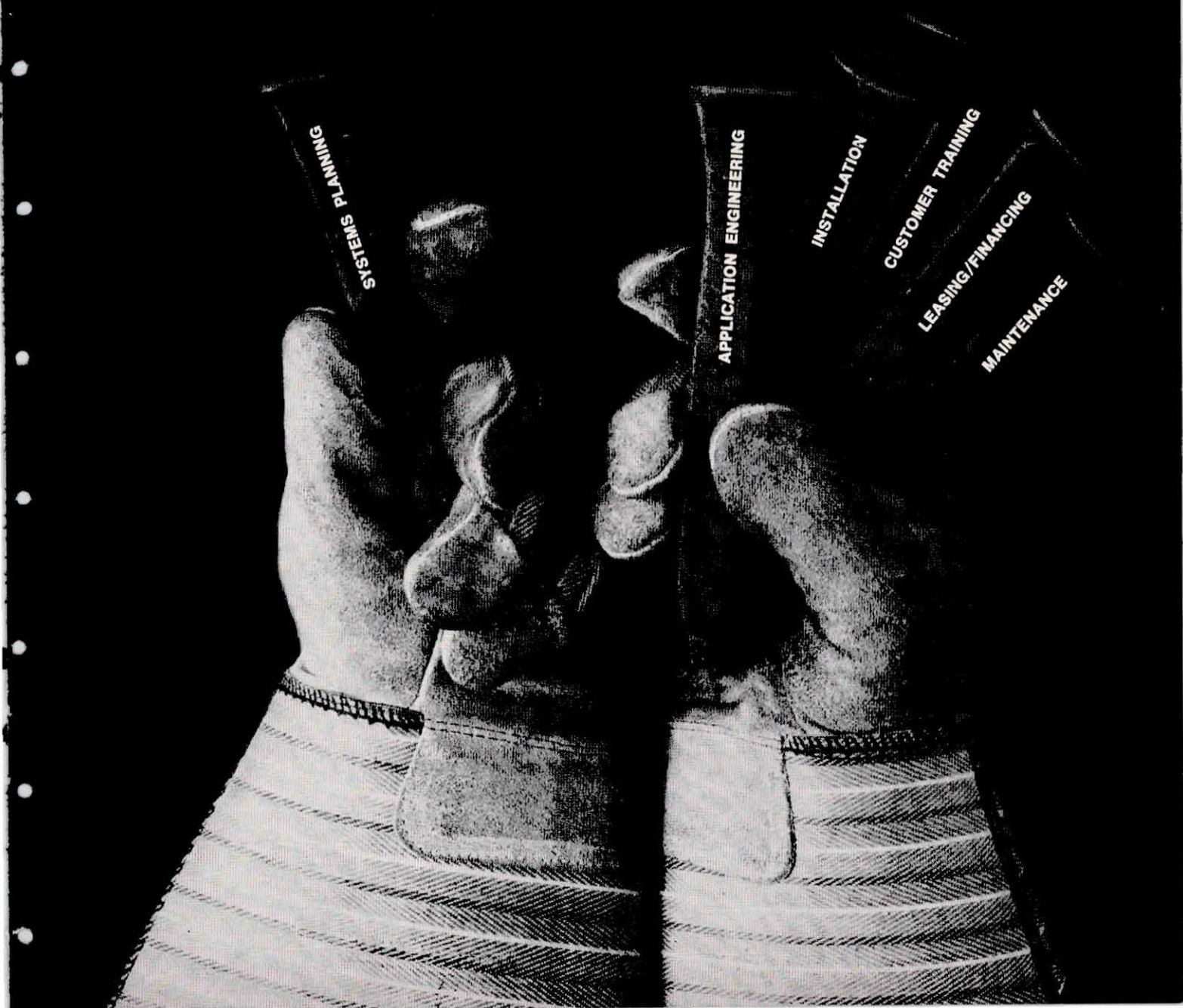

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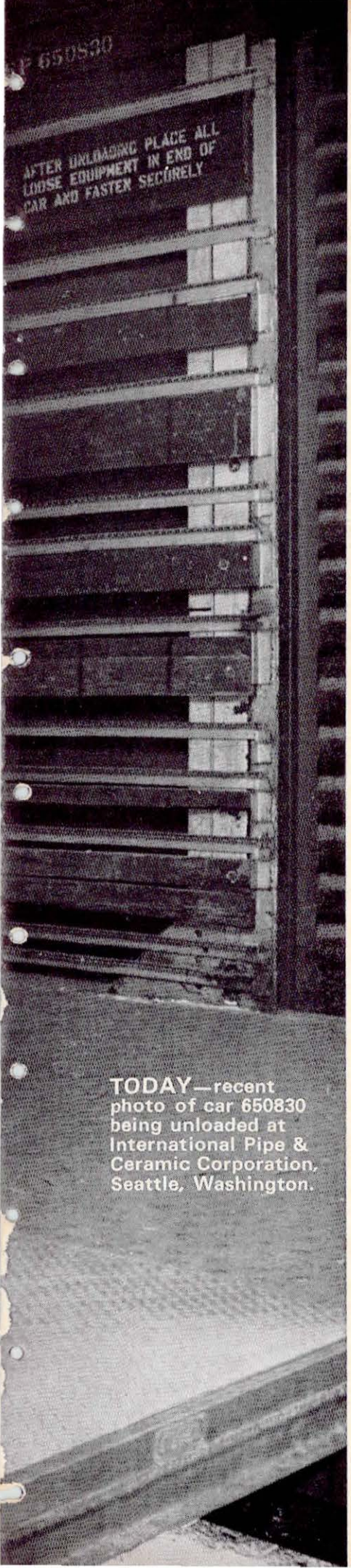
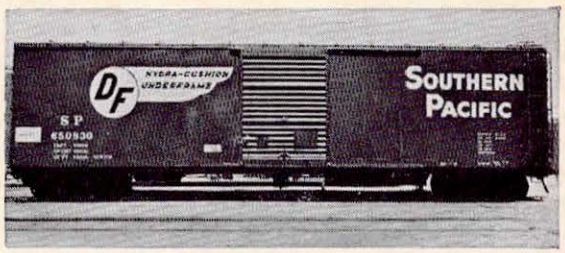


TODAY—recent photo of car 650830 being unloaded at International Pipe & Ceramic Corporation, Seattle, Washington.

Every time car 650830 is loaded, it sets a new record!

This car gave birth to a new era in the protection of freight cars and freight car lading. In April, 1956, after three years of research and testing, the Southern Pacific Company equipped car 650830 with a Hydra-Cushion* Underframe, *the first modern through-sill cushioning device.*



1956—first car ever equipped with a modern cushioning underframe.

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WATCHING **WASHINGTON** WITH WALTER TAFT

TAFT

MOLLIFIER—President Johnson's appointment of George M. Stafford to be a member of the ICC is expected to mollify those complaining that the Middle West should get back the Commission seat it lost in 1964. That loss came when former Commissioner Clyde E. Herring of Iowa was replaced by the Commission's first woman member—Commissioner Virginia Mae Brown of West Virginia.

Stafford is a 51-year-old Kansan. He has been associated with Senator Frank Carlson of that state for more than 20 years. In the mid-40's, he managed the campaign which elected Carlson governor of Kansas. When Carlson moved on to the Senate in 1950, Stafford came to Washington with him. And he has since been the Senator's administrative assistant. Like the Senator, Stafford is a Republican. That non-Democrat affiliation is one of his qualifications for appointment to the ICC at this time. The Interstate Commerce Act provides that no more than a majority of the Commission's 11 members shall be from the same political party.

POLITICAL LINE UP—The Commission already has its quota of six Democrats. They are Chairman William H. Tucker and Commissioners Brown, Rupert L. Murphy, Laurence K. Walrath, John W. Bush and Willard Deason. The non-Democrats, all Republicans, are Vice Chairman Paul J. Tierney and Commissioners Kenneth H. Tuggle, Abe McGregor Goff and Charles A. Webb.

Stafford has been named for the vacant non-Democrat job created by the retirement of former Commissioner Howard G. Freas, a Republican. Goff's term also expired at the end of last year, but he seeks reappointment. So he has remained on the job under that provision of the Act which permits a commissioner to continue in office until his successor qualifies. Another vacancy, also in a non-Democrat job, will come up April 1 with the departure of Commissioner Webb. He has resigned to become president of the National Association of Motor Bus Owners.

THE COMPLAINTS—Complaints against the 1964 supplanting of Iowa's Herring with West Virginia's Mrs. Brown were registered principally by three Republican members of the Senate Commerce Committee. They are Senators Thruston B. Morton of Kentucky, Norris Cotton of New Hampshire and Hugh Scott of Pennsylvania. When the Brown nomination was cleared by the Committee, they supplemented that favorable report with a joint statement. They went along on the recommendation that the nomination be confirmed by the Senate, but protested, nevertheless, that the appointment "ignored geographical considerations which must be recognized if the 11-member Commission is to effectively discharge its complex responsibilites."

GEOGRAPHICAL LINE-UP—This protest was based on the record of the Committee's hearing on the Brown nomination. There Senator Morton pointed up what the origins of Commission members would be after Herring left and Mrs. Brown took office. "This means," the Senator said, "that West Virginia will replace Iowa, and there will be four other commissioners in states which touch upon West Virginia—Kentucky, Ohio, Maryland and Virginia. So you have five contiguous states out of the 11. You have to go all the way from Ohio to Idaho to find any representation on the Commission. This leaves the great heartland of our country unrepresented."

While this is still the line-up until Stafford takes office, Virginia could lose its representation when Webb leaves; and the Idaho job is Goff's who may not be reappointed. Freas was from California. The Kentuckian on Morton's list is Tuggle, the Ohioan is Bush and the Marylander is Tierney. Tucker is from Massachusetts, Murphy from Georgia, Walrath from Florida and Deason from Texas.

More federal transport study urged

The current research program of the federal government in high-speed ground transportation should be substantially increased, a government-appointed study committee of technical advisors recommended last week.

The group of experts that made the report was named last June by the Secretary of Commerce at the request of Alan S. Boyd, then Under Secretary of Commerce for Transportation. Its chairman was Dr. J. Herbert Hollomon, Assistant Secretary of Commerce for Science and Technology, and acting Under Secretary. It was made up of a number of prominent persons in the industrial, research and consulting fields.

The report recommends a heavy emphasis on systems analysis and data studies to determine the use of, and to assist in setting design criteria for, any future high speed ground transportation system. In addition, a number of technical research areas, including support systems, aerodynamics, tunnelling, power transfer, braking, and terminal design and operation, are set out for special study.

● **More research needed.** The panel's report, which concludes its work for the Department of Commerce, stresses the need for an immediate step-up in high speed ground transportation research efforts.

"The magnitude and variety of the decisions to be made, and the advanced technology required for the design of a system, justify a substantially increased research and development commitment," the panel stated. "In addition to the studies currently under way, and in view of the complex demands of the program, every effort must be made to attract the attention and participation of all potential contributors. The panel considers the current program only a beginning. A broadly expanded effort including large scale research and development projects, will be required to provide the data necessary for eventual system selection and design."

The report, entitled "Research and Development for High Speed Ground Transportation," can be obtained for $3 per copy (No. PB173911) from the Clearinghouse for Federal Scientific and Technical Information, Springfield, Va. ■

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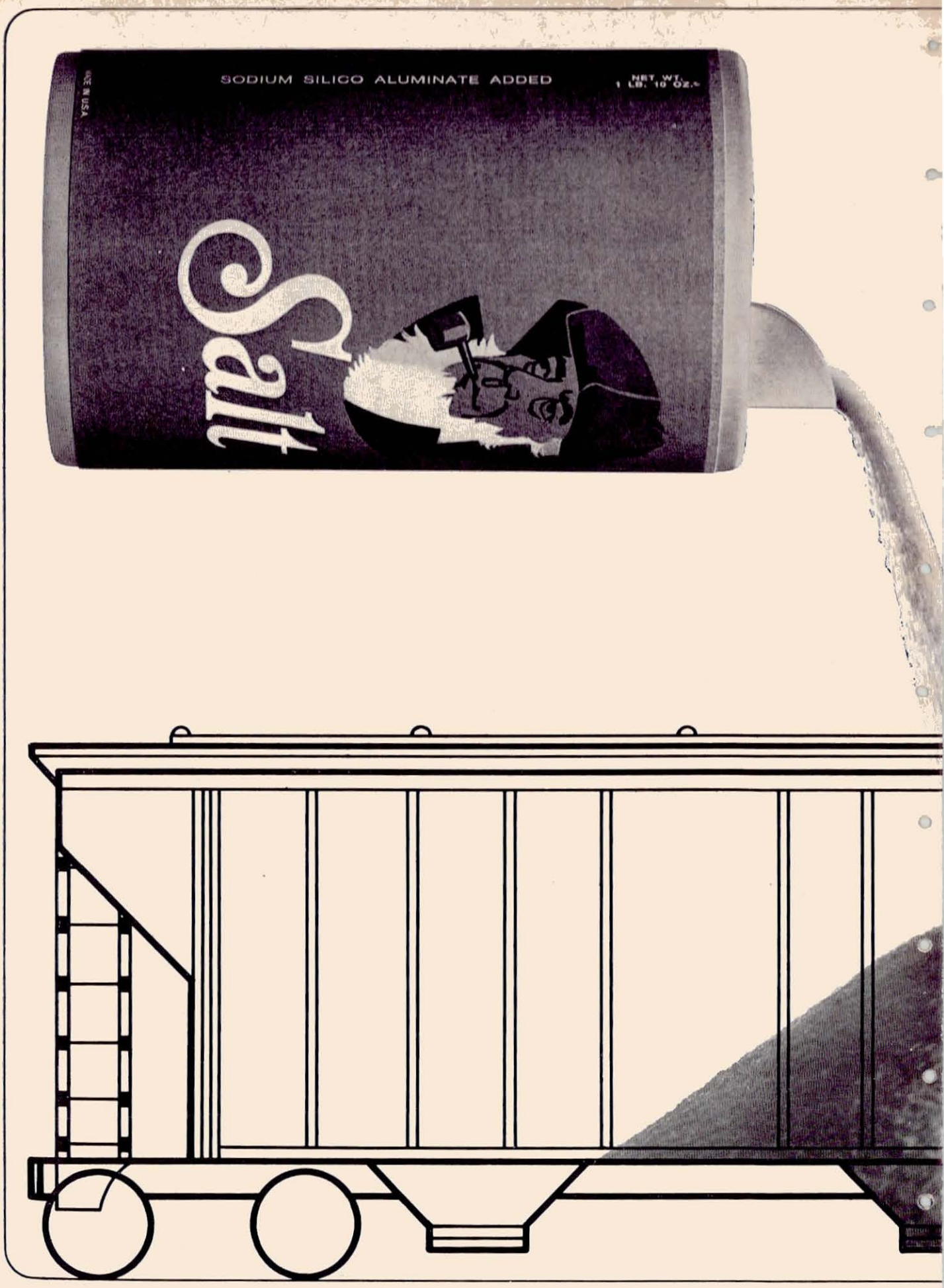
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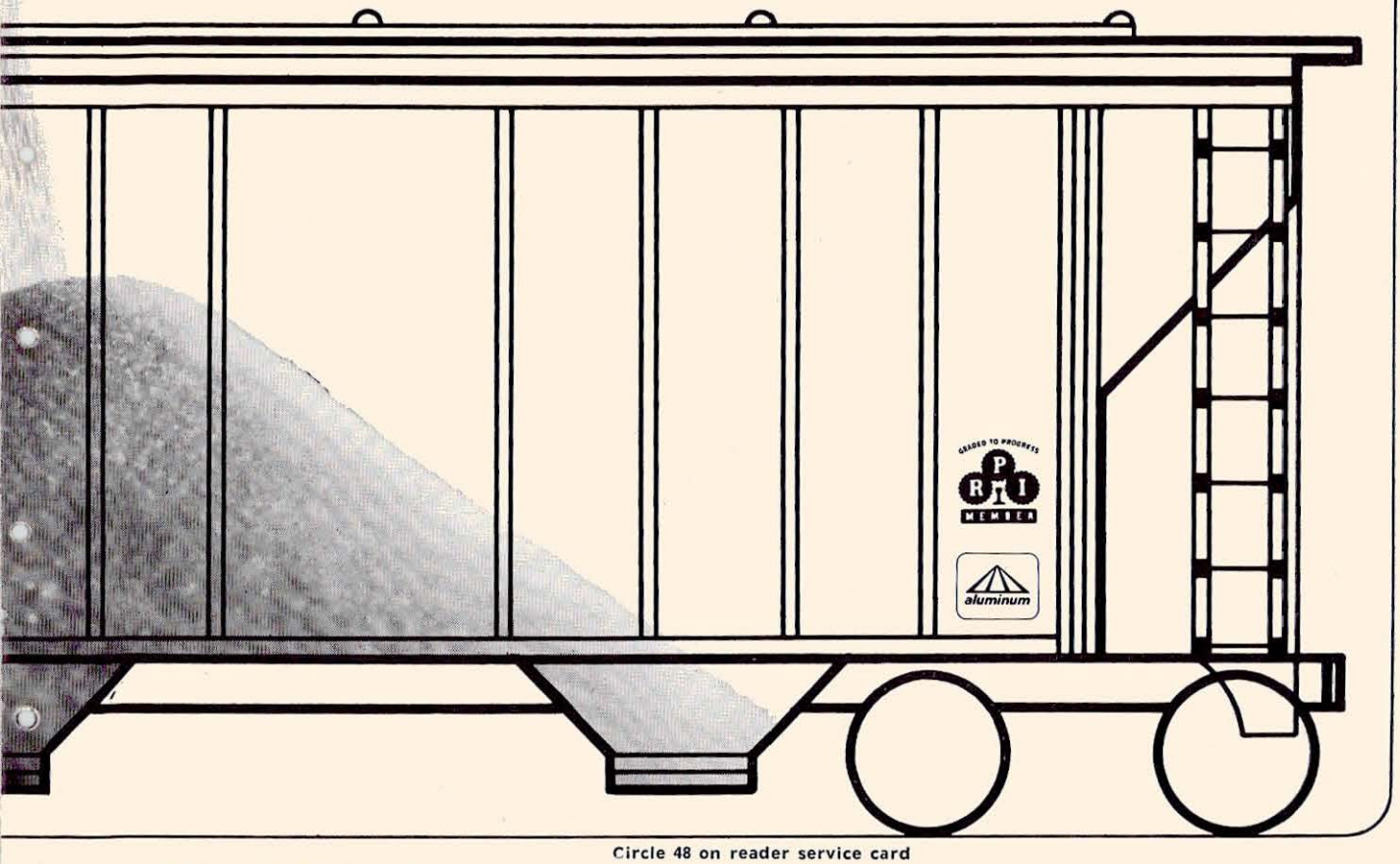

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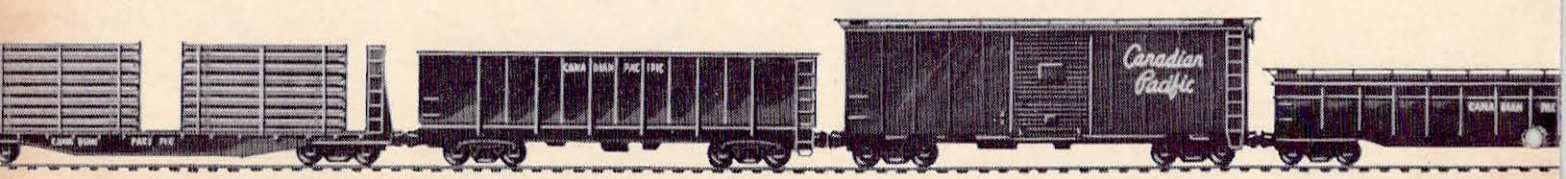

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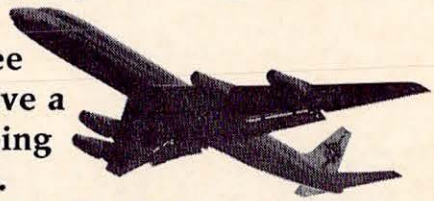

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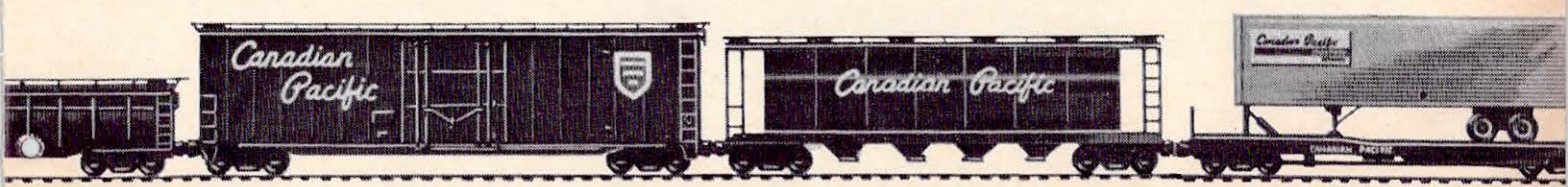

LETTERS FROM READERS

Plain box cars wanted

Houston, Texas

To the Editor:

I read with much interest your Jan. 30 issue, especially the Traffic Poll Report concerning shippers' need for general-purpose box cars.

For the past few years much has been said by railroad executives concerning the plain box. It has been stated the plain box is antique and out of date, and the new cushioned box car is replacing it. Yet, when cushioned cars are built they are immediately placed in a special category and are restricted as to use. Every year more plain box cars are retired than are replaced. And every year the shortage of plain box cars becomes more critical and the period of shortages prolonged. The condition of the remaining box cars continues to deteriorate to the point where many are unfit for loading.

We have been hearing for several years that, with increased usage of hopper cars by grain companies, more box cars will be released. But where are they? The rash of Car Service Orders the past few years reflects that hoppers have not replaced box cars.

While demand for special equipment is increasing, demand for continued building of plain box cars is for the most part ignored. Anyone speaking out for this equipment is as a voice crying in the wilderness; he is completely ignored. I hope your article, and others relating to the subject, will convince the executives responsible for this condition to see their error and take immediate steps to rectify it.

Another thing: I have attended public hearings on proposals to assess a $25 charge on special equipment used in switch movements. What concerns me about this is that the railroads attempt to place all equipment in the "special" class.

It seems to be the railroad belief that, since box cars are equipped with cushioned underframes for protection of lading (to their advantage as well as shippers'), this entitles them to classify such cars as special.

Past improvements to box cars have not placed them in a special category. The steel box replaced the wooden box; automatic couplers replaced pins; air brakes were installed; roller bearings replaced brass journals. All these benefited the carrier as much as, or more than, the shipper. Other improvements in plant facilities have increased efficiency of railroads, but all this was considered progress.

It is progress also when better cars are built to give more protection to shippers' goods and reduce damage. But by placing this equipment in a "special" class and sharply restricting its use, they are contributing to the critical car situation. Even now, we are having car supply problems at our plants in Texas, Louisiana and Arkansas. Cars are needed to move goods to ports for export as much as they are needed to move to interior points. Unless the attitude of the rail executives changes, we are going to experience a car shortage like you have never seen before. In fact, before it gets better, it is going to get worse.

Yours for more plain box cars.

Lloyd C. Philips
Traffic Manager
Riviana Foods Inc.

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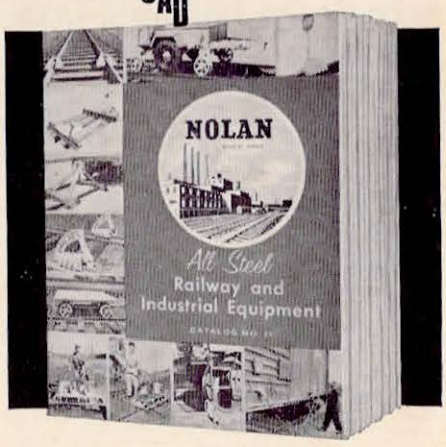

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PEOPLE IN THE NEWS

AKRON, CANTON & YOUNGSTOWN.—C. F. Cornell, car service agent, Akron, Ohio, appointed manager of equipment.

ALTON & SOUTHERN.—C. F. Tyrell appointed superintendent, East St. Louis, Ill., succeeding **E. B. Hardwig,** manager of operations, resigned. **E. W. Elsing,** assistant manager operations, appointed assistant superintendent. Discontinued positions of manager of operations and assistant manager of operations.

Manuel Garcia appointed chief engineer, succeeding **R. G. Brichler,** who resigned to open a consulting office at 7903 West "A" Street, Belleville, Ill. The office will provide engineering services in the field of design of industrial, commercial, and residential areas, appraising and negotiating for construction.

L. J. Smith appointed assistant chief engineer—maintenance of way and structures.

ASSOCIATION OF AMERICAN RAILROADS.—Harry Peterson, assistant—advisory boards, Car Service Division, Washington, D.C., appointed to the newly created position of assistant to chairman—data systems. **James E. Hathaway,** secretary, Mid-West Advisory Board, Chicago, appointed assistant to chairman—Advisory Boards, Washington, succeeding Mr. Peterson.

Richard A. Weakley and **Charles Eggensammer** appointed special representatives, Freight Loss & Damage Prevention Section, Chicago. Mr. Weakley was formerly special agent, Better Freight Handling and Special Service Department, **Santa Fe,** Kansas City. Mr. Eggensammer was employed in the Transportation Department, **Chicago & North Western** for the past 10 years.

BALTIMORE & OHIO.—J. C. McGohan, assistant vice president—marketing, Baltimore, will retire March 31, after 49 years of service.

R. Spencer Sullivan, records manager, appointed administrative services officer, Baltimore, a newly created position.

CANADIAN NATIONAL.—W. D. Connon, transportation officer, Saskatchewan Area, Saskatoon, Sask., has been promoted to superintendent transportation, Northern Ontario Area, Capreol, Ont. **H. R. Young,** sales manager, Northern Ontario Area, at Capreol, appointed assistant freight sales manager, Southwestern Ontario Area, at London. **A. L. Burns,** marketing information officer, Freight Sales Department, Montreal, succeeds Mr. Young.

R. G. Maughan, regional engineer, St. Lawrence Region, appointed assistant chief engineer — maintenance, system, Montreal. **H. J. Kay,** assistant regional engineer, St. Lawrence Region, succeeds Mr. Maughan.

CANADIAN PACIFIC.—F. A. Rutherford, assistant comptroller, Montreal, promoted to comptroller there, succeeding the late **Howard C. Reid,** vice president and comptroller.

Allan A. Hertle, district freight manager, Kansas City, Mo., appointed to the new position of assistant manager—freight rates, New York.

C. K. Holden, regional engineer, Prairie Region, assigned to special duties, Room 314, CPR Station, Winnipeg, Man. **F. A. Felstead,** assistant regional engineer, Prairie Region, appointed acting regional engineer. **W. Dunlop,** assistant engineer, named acting assistant regional engineer. **B. Fast,** division engineer, appointed acting assistant engineer.

CHESAPEAKE & OHIO.—Robert C. Hilsheimer, district sales manager, Columbus, Ohio, promoted to assistant regional sales manager, Chicago, and has been succeeded by **Ned H. Buchholz. L. C. Weis,** district sales manager, Cincinnati, retired Feb. 28 after more than 42 years of service.

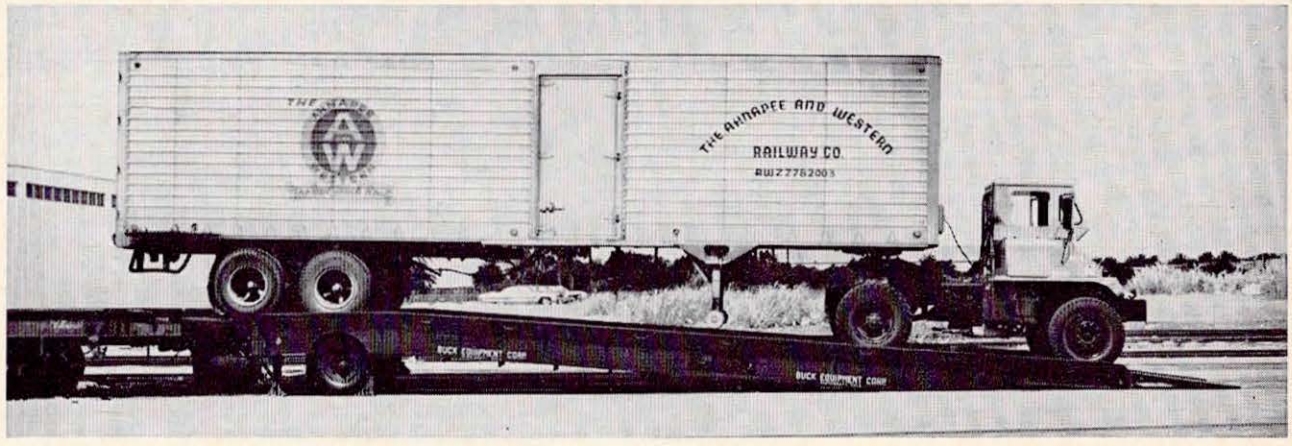
Forrest Jackson, manager of industrial development, Huntington, W. Va., appointed director of industrial development there, succeeding **Wayne C. Fletcher,** retired. **Anthony J. Grewe** named manager of industrial development.

Robert L. Herbster appointed sales representative, Grand Rapids, Mich. **Joseph F. O'Keefe,** sales representative, merchandise traffic department, Detroit, named industrial representative, there.

CHESAPEAKE & OHIO—BALTIMORE & OHIO.— Appointments at Baltimore: **L. F. Grabowski,** auditor of capital expenditures; **R. M. Wiley** and **W. E. Paynter,** assistant auditors of capital expenditures.

Raymond S. Shrode, assistant director of industrial development, B&O, appointed manager administrative services, industrial development department, C&O-B&O, Baltimore.

William F. Gorton appointed location analyst, Detroit, Mich. Mr. Gorton was



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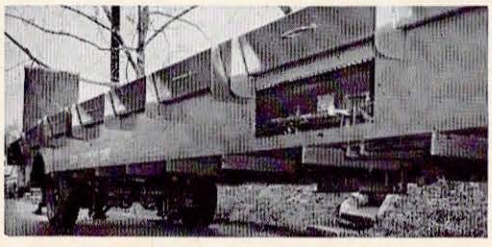

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formerly a teacher in secondary schools in Michigan and Minnesota.

CHICAGO & EASTERN ILLINOIS.—**Don L. Manion,** vice president, **Missouri Pacific,** named executive vice president, **C&EI.**

CHICAGO UNION STATION. — **William M. Freund** appointed general manager. **M. B. Wood** named assistant general manager.

ERIE LACKAWANNA.—**Harry C. Buffum,** assistant freight traffic manager, New York, promoted to freight traffic manager there, succeeding the late **Harry F. Doyle. Wilbur Cole** succeeds Mr. Buffum as assistant freight traffic manager. **J. E. Perna** appointed inspector of operation, Cleveland. **E. R. Hogan,** trainmaster, Elmira, N.Y., named assistant superintendent, Marion Division, at Chicago succeeding **R. A. Packer,** promoted to superintendent, Scranton Division, Scranton, Pa. Mr. Packer succeeds **K. W. Dingle,** transferred to the Susquehanna Division, Hornell, N.Y.

GRAND TRUNK WESTERN.—**Charles F. Ortt, Jr.,** traffic analyst, named to the newly established position of administrative assistant to the freight sales manager, with headquarters continuing at Detroit.

GREAT NORTHERN.—**L. E. Hill** and **G. R. Ekers** appointed industrial engineers, St. Paul, Minn.

GULF, MOBILE & OHIO—**Gerald C. Stuckey,** division freight traffic manager, Springfield, Ill., promoted to freight traffic manager, Chicago. **Leonard E. Clemens** succeeds Mr. Stuckey as division freight traffic manager, Springfield. **Elmer A. Brautigam,** assistant general freight agent, Mobile, Ala., promoted to general freight agent there.

ILLINOIS CENTRAL.—**Glen F. Richardson** appointed manager of employment. **Patrick M. Power** named assistant to the manager of employment.

INTERSTATE COMMERCE COMMISSION.—**Robert L. Calhoun** appointed legislative counsel, succeeding **Frank E. McCarthy,** who resigned to join the National Association of Motor Bus Owners as secretary—manager (RA, Feb. 20, p. 21).

KANSAS CITY SOUTHERN-LOUISIANA & ARKANSAS.—**V. C. Pragman** named assistant treasurer, Kansas City, Mo.

LEHIGH VALLEY.—**Warren H. Yeager,** general agent, Cincinnati, Ohio, transferred to Philadelphia, succeeding **David R. Archibald,** retired.

LONG ISLAND.—The title of **K. S. Niemond** has been changed from manager of research to assistant to the president—research, Jamaica, N.Y.

LOUISVILLE & NASHVILLE.—**W. A. Rice,** superintendent of motive power, appointed superintendent-locomotive operations.

MILWAUKEE.—**Glenn J. Edwards,** assistant district manager-sales, Cedar Rapids, Iowa, advanced to district manager-sales there. **Sam R. Graf** named district manager-foreign freight sales, Seattle. **Howard A. Springer,** assistant regional manager-sales, Minneapolis, appointed assistant manager-grain sales, Chicago.

MISSOURI-KANSAS-TEXAS. — **Frank M. Davis,** sales manager, Birmingham, Ala., will head the reopened sales agency at Parsons, Kans., as sales manager. **Thomas J. Butrum,** sales manager, Indianapolis, succeeds Mr. Davis, and in turn is replaced by **Edward J. Weichers,** sales representative, Houston.

MISSOURI PACIFIC.—**Bernard Gregory** and **Kenneth J. Groh** named general freight agents, with headquarters at St. Louis. **William M. Scanlan** appointed assistant general freight agent, St. Louis.

MISSOURI PACIFIC-TEXAS & PACIFIC.—**J. L. Weatherby** named signal and communications engineer, St. Louis.

NEW HOPE & IVYLAND.—**William T. Frazier,** general manager and purchasing agent, New Hope, Pa., appointed vice president and general manager.

NEW YORK CENTRAL.—**Alan W. Grimes,** division engineer of track, Utica, N.Y., named division engineer, Buffalo, N.Y.

Forrest R. Van Schwartz appointed trainmaster, Mohawk-St. Lawrence Division Utica.

Don P. Ainsworth, director of market research, appointed manager consumer goods—industry services, New York. **R. Thomas Schoonmaker,** assistant manager of coal and ore marketing services, New York, appointed manager of coal and ore industry services.

NORFOLK & WESTERN.—**Irwin H. Soldwish,** assistant comptroller, Roanoke, appointed director of the new budget and planning department. Others who have moved from the accounting department to the budget and

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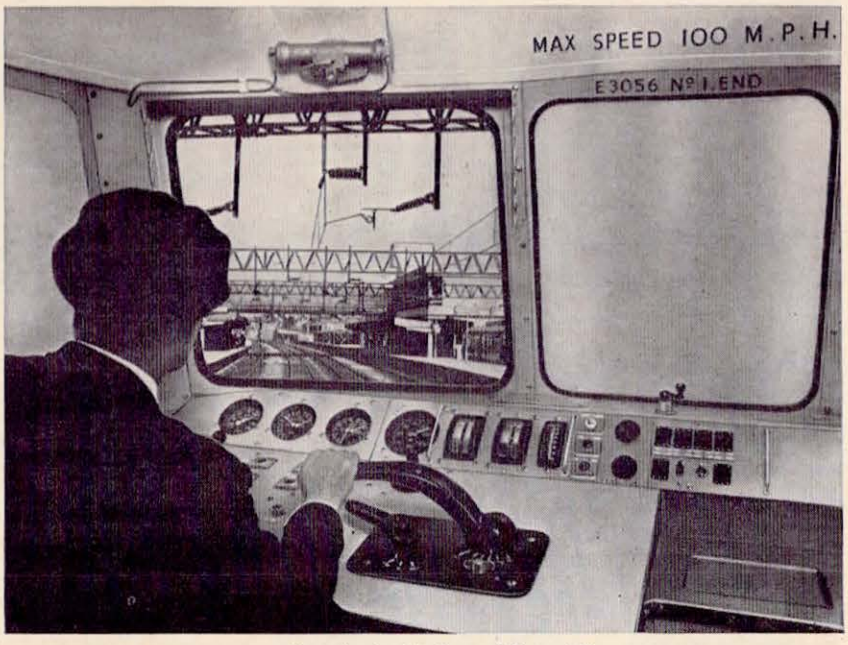

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planning department include **R. E. Mattocks,** management engineer; **J. A. Brownlee,** manager budgets, and **C. A. Muehlhauser,** manager cost research.

J. J. O'Connor, system auditor of revenues, named director planning—revenue accounting, a new position. **Edgar G. Parker,** regional comptroller, Cleveland, appointed assistant comptroller—revenues, Roanoke.

James A. Parsons, general attorney, law department, Roanoke, named manager personnel, personnel department, a new position. **Clay Marsteller,** general attorney, Cleveland, promoted to general solicitor there.

Raymond H. Hill, Jr., general freight traffic manager—rates, Roanoke, appointed general freight traffic manager—pricing, Cleveland, a new position.

New positions: **John W. Hennick** named manager and **Edward D. Walsh,** assistant manager of lake coal movement at Columbus, Ohio; **Charles L. Mason** appointed manager and **Ronald R. Jordan,** assistant manager of tidewater coal movement at Norfolk, Va.

Mr. Hennick was formerly assistant to manager transportation, Columbus.

James H. Kinsel, Jr., assistant superintendent, Fort Wayne division, succeeds Mr. Walsh as Chicago terminal superintendent. Mr. Kinsel is succeeded by **J. C. Hillman,** chief dispatcher, Radford division, Roanoke. **A. L. Goff, Jr.,** trainmaster, Radford division, Narrows, Va., is the new division chief dispatcher. **Jon L. Manetta** succeeds Mr. Goff as trainmaster, with headquarters moved to Bluefield, W. Va.

NORTHERN PACIFIC.—R. W. Thoemke, general agent, Philadelphia, appointed general freight agent in the new freight office to open April 1 in Washington, D.C. **E. K. Kremer** district passenger agent, Washington, promoted to general agent there. **W. J. McAllister,** traveling freight and passenger agent, Tulsa, Okla., succeeds Mr. Thoemke as general agent, Philadelphia. **L. O. Moe,** district freight and passenger agent, Winston-Salem, N.C., promoted to general agent there.

PENNSYLVANIA.—W. R. Ernst, assistant trainmaster, Buffalo, N.Y., promoted to trainmaster, Renovo, Pa., succeeding **R. J. Band,** transferred to Buttonwood, Pa.

Robert A. Rutledge, assistant superintendent, Conway Yard, Pa., appointed assistant superintendent transportation, Central Region, Pittsburgh, succeeding **John A. Zullinger,** retiring after 41 years of railroad service. **P. Edward Ford,** assistant superintendent transportation, office of general manager transportation at system headquarters, Philadelphia, succeeds Mr. Rutledge.

PITTSBURGH & LAKE ERIE.—Robert Barker, district freight salesman, appointed district coal sales manager, Pittsburgh, Pa.

READING.—Thomas J. Giblin, assistant auditor of disbursements, Philadelphia, promoted to auditor of disbursements, succeeding **C. H. Bean,** retired. **Thomas P. Rochford** named assistant auditor of disbursements. **A. L. Williams** appointed general claim agent, Philadelphia.

SEABOARD.—John W. Thomas, assistant superintendent, Atlanta, Ga., promoted to superintendent there. **Samuel O. Griffin,** trainmaster, Tallahassee, Fla., transferred to Jacksonville to replace **Henry J. Pigge,** who succeeds Mr. Thomas as assistant superintendent at Atlanta. **Andrew J. Richardson,** terminal trainmaster, Charlotte, N.C., named trainmaster, Savannah, succeeding **John L. Bizzell, Jr.,** who replaces Mr. Griffin at Tallahassee. **T. W. Martin** succeeds Mr. Richardson as terminal trainmaster at Charlotte. Mr. Martin joined Seaboard's operating department at Charlotte in 1965, following 24 years' service with other railroads.

SOUTHERN PACIFIC.—C. H. Flemer, auditor of equipment service accounts, San Francisco retired Feb. 28, after more than 48 years of continuous service with the SP.

UNION PACIFIC.—George B. Burleson appointed engineer of track, Eastern District, Cheyenne, Wyo., and **Melvin E. Byrne,** engineer of track, South Central and Northwestern Districts, Salt Lake City. Mr. Burleson was formerly general roadmaster, Cheyenne, and Mr. Byrne was general roadmaster, Utah division.

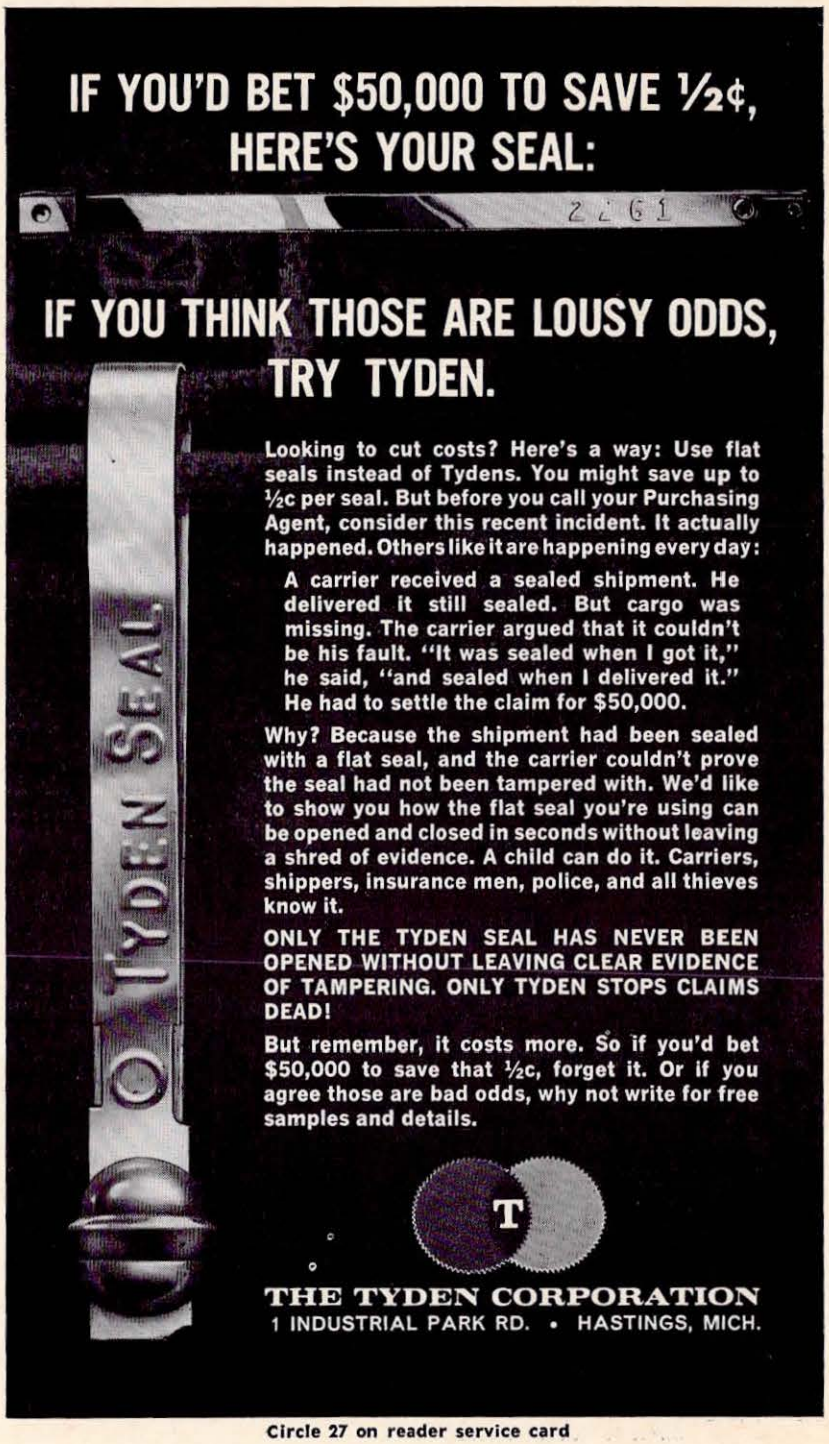
WESTERN MARYLAND.—Frank L. Etchison, assistant to president—engineering, retired Feb. 28.

SUPPLY TRADE

Effective April 1, **C. Taylor Marshall** will become president, **Edgewater Steel Co.,** Pittsburgh, Pa., succeeding **Davitt S. Bell,** who will retain major responsibility for the affairs of the company as chairman of the board. Mr. Marshall is resigning as vice president of operations and sales, Shenango Incorporated, to join Edgewater.

William T. Hawkins has been named manager of sales for laminated products, Forest Products Division, **Koppers Co.,** Pittsburgh. Mr. Hawkins was formerly assistant to general manager of laminated products.

(Continued on page 60)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IF YOU THINK THOSE ARE LOUSY ODDS, TRY TYDEN.
Looking to cut costs? Here's a way: Use flat seals instead of Tydens. You might save up to ½c per seal. But before you call your Purchasing Agent, consider this recent incident. It actually happened. Others like it are happening every day:
A carrier received a sealed shipment. He delivered it still sealed. But cargo was missing. The carrier argued that it couldn't be his fault. "It was sealed when I got it," he said, "and sealed when I delivered it." He had to settle the claim for $50,000.
Why? Because the shipment had been sealed with a flat seal, and the carrier couldn't prove the seal had not been tampered with. We'd like to show you how the flat seal you're using can be opened and closed in seconds without leaving a shred of evidence. A child can do it. Carriers, shippers, insurance men, police, and all thieves know it.
ONLY THE TYDEN SEAL HAS NEVER BEEN OPENED WITHOUT LEAVING CLEAR EVIDENCE OF TAMPERING. ONLY TYDEN STOPS CLAIMS DEAD!
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E. C. Rathmann
Magnus Metal

George E. Byrne
US&S

Philip Lochner
Transicold

Ed Flowers
Transicold

Robert G. Curley
Transicold

Frank K. Veasman
Buffalo Brake Beam

E. C. Rathmann has been appointed Eastern sales manager, **Magnus Metal Corp.**, subsidiary of **National Lead Co.**, at New York (RA, March 6, p. 40). Mr. Rathmann was formerly district sales manager, St. Louis, Mo.

George E. Byrne has been appointed manager of customer and marketing services, **Union Switch & Signal Division** of **Westinghouse Air Brake Co.**, Pittsburgh, Pa. Mr. Byrne was formerly supervisor—marketing services.

Clarence W. Sooby, manager—management systems research, US&S, has retired after 22 years of service. He had been assigned to conducting major economic operating studies for main line railroads.

Transicold Corp. has named **Philip Lochner** manager, rail and container sales, New York.

Ed Flowers, regional sales manager, advanced to manager of trucking industry sales for Transicold, with headquarters remaining at Atlanta, Ga.

Robert G. Curley has been appointed president and general manager, **Transicold Corp.**, Montebello, Calif. He was formerly director of development, **Consolidated Freightways, Inc.**

Frank K. Veasman has been elected vice president of marketing, **Buffalo Brake Beam Co.**, Buffalo, N.Y. Prior to joining BBB, Mr. Veasman served in various managerial and technical capacities for many years for railroad equipment companies.

John E. Shea has been appointed labor relations manager in the Corporate Industrial Relations department, **General American Transportation Corp.**, Chicago. He was formerly industrial relations manager of the company's Sharon, Pa., tank car plant.

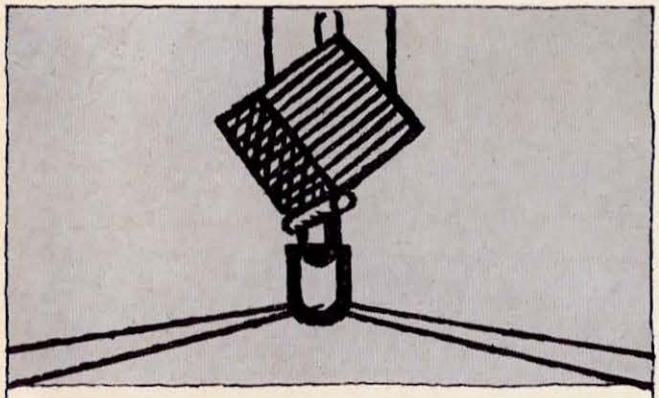
INDUSTRIAL TRAFFIC

E. G. Herford appointed assistant traffic manager, **H. H. Robertson Co.**, Ambridge, Pa., succeeding **H. J. G. Knauz,** who retired Feb. 28, after 43 years of service.

Joseph J. Bristol has been appointed manager, rates and analysis, **American Sugar Co.**, New York. **Meyer Camhi** appointed assistant manager, rates and analysis.

Vernon Gabe, operations coordinator, Traffic Department, **Gates Rubber Co.**, Denver, Colo., appointed to the newly created post of trade relations manager.

Albert D. Wilson, general traffic manager, **Montgomery Ward,** Chicago, has been appointed director of physical distribution, Automotive Group, **Maremont Corp.**, Chicago.



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Railroad .....

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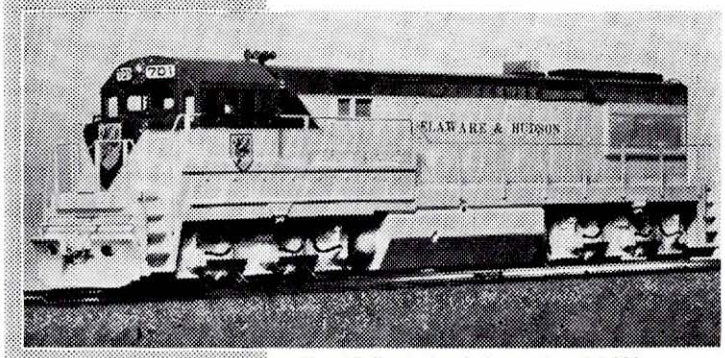
(RA 37)



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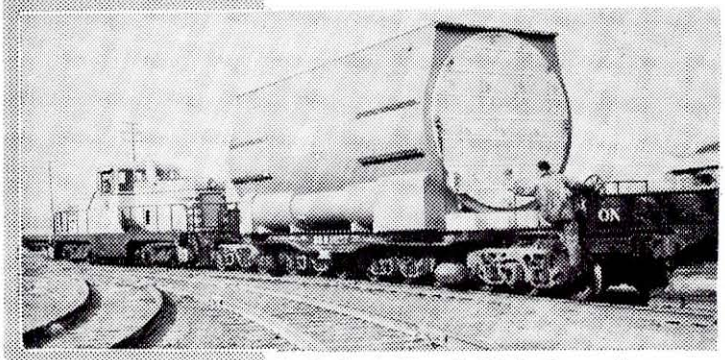
Meets Special Equipment Needs of its Shippers



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The D. & H. is ever willing to cooperate with its customers by meeting their special transportation requirements. As an example it has built the world's heaviest capacity railroad-owned flat car for the transportation of giant equipment manufactured by the General Electric Company at its Schenectady shops on The D. & H. lines.

To meet demands for the transportation of bigger and heavier loads of lumber The D. & H. has built specially designed bulkhead cars that can be loaded and unloaded in minutes.

This year 200 new type box cars will be added to the fleet of 500 such cars purchased during the past two years, at a total cost of $10,780,180. These cars are 50 feet 6 inches in length of 70 ton capacity, equipped with roller bearings, cushion underframes and automatic slack adjusters, insuring the most careful damage free handling of shipments.

In 1967 six new G.E. diesel electric locomotives of 3,000 HP will be placed in service. These are the highest powered single engine diesels ever operated on The D. & H.

This new equipment, along with many other improvements, redounds to the benefit of our customers in faster, improved service and is glowing evidence of the confidence which The D. & H. has in the future of the Railroad and of the communities it serves.

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Today, you see more and more railroad cars built with USS COR-TEN Steel. It offers more durability and longer life for the owner... greater dependability for the shipper. Whether your interest lies in hoppers, gondolas, "reefers," boxcars... or another type of car, you can have the special properties of USS COR-TEN High-Strength Low-Alloy Steel working for you winter and summer. Check on it the next time you're leasing or buying.

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New Fast Schedule for The Texas Expediter

Southbound—Daily Service

The Texas Expediter

Lv. Chicago, Ill.	10:00 PM (0) Mon.
Lv. Kansas City, Mo.	8:00 AM (1) Tue.
Ar. Ft. Worth, Tex.	8:55 PM (1) Tue.
Ar. Dallas, Tex.	3:00 AM (2) Wed.
Ar. Temple, Tex.	12:20 AM (2) Wed.
Ar. Houston, Tex.	6:00 AM (2) Wed.

Connecting Service

Ar. Beaumont, Tex.	9:00 PM (2) Wed.
Ar. Galveston, Tex.	5:30 AM (3) Thu.

Northbound—Daily Service

Connecting Service

Lv. Galveston, Tex.	11:00 PM (0) Sun.
Lv. Beaumont, Tex.	6:30 PM (0) Sun.

The Texas Expediter

Lv. Houston, Tex.	9:00 AM (1) Mon.
Lv. Temple, Tex.	3:00 PM (1) Mon.
Lv. Ft. Worth, Tex.	7:00 PM (1) Mon.
Lv. Okla. City, Okla.	2:45 AM (2) Tue.
Ar. Kansas City, Mo.	11:00 AM (2) Tue.
Ar. Chicago, Ill.	12:45 AM (3) Wed.

Chico has big news about improved, fast service between Chicago and Texas.

Now Piggy-Back Trailers, merchandise and various types of freight requiring expedited service operate daily on swifter schedule from Chicago to Texas points.

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MONEY TALK

BY JOHN MITROS

That L&D bill: problem or opportunity?

There is something beguiling about the cash railroads have to cough up for loss or damage to customers' shipments. L&D dollars are highly leveraged. Each dollar is sliced from the top of industry revenues, and there is magic in what a dollar peeled away from that payout can do.

Looked at as opportunity, the L&D problem seems as promising as any of the items security analysts usually cite when they detail why railroad performance will be better in time to come. The profit potential in the L&D problem, in fact, could be as large as or larger than the sum railroads actually pay out.

Consider what a saved L&D dollar will do for a rich railroad: more than half of it goes to net income. On a poor railroad, all of it goes to net—or puts the road a dollar closer to black ink. There are roads that could add more than $1 per share to earnings if they could control L&D.

How much potential?

Of course, the industry's L&D payout is only the visible part of the cost behind less-than-perfect quality control of transportation. Any realistic appraisal of such costs has to include the cost of maintaining a considerable force to handle claims and to engage in L&D-prevention. The cost of equipment damaged in the process of damaging shipments is also part of the cost. Salvage operations and other expenses are part of the outlay.

And then there is the matter of the money the industry has already invested in devices designed to improve the quality of rail transportation. No one knows how much money has been spent on such equipment since World War II. But, even without trying to quantify the immense sums railroads have already poured into carfleet features aimed at improving transportation quality, many experts figure that easily identified costs of L&D may tote up to an awesome $350 million per year.

Some think that figure is too low. H. N. Laden, Chesapeake & Ohio's iconoclastic director of research, quite seriously suggests that L&D may really be costing the industry $650 million annually.

Just a cost of business?

Are such estimates on target? Most experts concede this much: The true cost of L&D to the industry is much, much higher than the annual payout would indicate. And, they add, L&D costs, however high, are a part of the cost of manufacturing about $9 billion of transportation. That's true. But, still, think of what could happen with some reduction in the ratio of L&D to ton-miles. Over-all, if the industry had wiped out L&D in 1966—thereby saving just the L&D payout of $165 million—railroads would have added about $125 million to net income.

But there are costs to L&D that cannot be easily measured. Unhappy shippers and receivers cost the industry a lot of competitive pressure in the fight with other modes for tonnage. Most traffic officers can cite examples of high-tariff tonnage that is in common carrier trucks or in private carriage because of L&D.

But, even without considering the costs of L&D in terms of business that simply stays away from the rails because of poor quality-control, the opportunity is very great. If one uses a median figure between the high and low estimates of experts who have tried to put a dollar sign on the failure of quality-control—it comes out to $500 million a year.

And that, we submit, is a figure fraught with possibilities when regarded as opportunity. It could be the single greatest profit possibility on the railroad horizon. The value of controlling L&D has more than ten times the profit potential of new business. Roughly speaking, $500 million of new business would, at last year's ratios, put about $50 million into the industry's net income accounts. Absolute elimination of L&D costs would put about $350 million into net. Elimination of half the L&D problem could result in about $180 million being added to net income. Further, any significant reduction in L&D would result in a head of steam being built up in railroad marketing efforts that would probably bring in a flood of the elusive, high-tariff tonnage that now seeks transportation elsewhere.

What would it cost?

The costs of pursuing such profit potential are probably high—but not uneconomically high. Investment in the quality-control area of rail transportation has been at high levels since World War II. Hardware answers to specific L&D situations—answers that significantly alter L&D ratios—are not hard to spot. Grain, newsprint, windshields and other commodities have been made railsafe with such things as special cars and covered hoppers. In recent years railroads have been upping the ante in the fight against L&D with more men and more money. One has only to listen to the men in the railway supply field for a little while to realize that the business of railroad quality-control is going to be big business for a long time to come.

Has investment been inadequate? Has the industry's effort to control L&D been lacking?

What is the answer?

More likely, investment and effort for quality-control have not been appropriately applied. There is no great agreement among claim experts and L&D-prevention experts as to what the best way to tackle the problem consists of. The over-all kind of systems analysis that is superimposing order and economic rationality on railroad accounting practices, equipment design and manpower utilization is woefully lacking in the area of quality-control. The industry's over-all attack on the hotbox provides a sparkling example of what can be done by an industry-wide, analytic approach to problems. Railroads are moving toward car identification systems, car control systems and even operations control systems. What could be done by an industry-wide analysis of the quality-control requirements of railroads? It might reveal that expenditures for quality-control are inadequate. Or it might reveal that they are adequate but misdirected.

It might reveal that certainties now a part of the L&D canon are leech-like fictions—or it might reveal that what is being done in the field of quality-control is just what we need more of. In any event, the cost of such analysis would be small in comparison to the possibilities for profit.

Canada prepares for modern regulation

Bill C 231 establishes new national transport policy, provides virtual competitive freedom between various types of carriers.

Within the comparatively near future Canadian shippers, and carriers of all types, will be operating under a totally new system of modern regulation.

That virtual certainty arises from recent passage by the Canadian Parliament of a comprehensive transportation bill (C 231) based largely on recommendations of the 1959-63 MacPherson Royal Commission (RA, Feb. 27, p. 8). The bill has already received the necessary Royal Assent and is awaiting only final proclamation as law by the Prime Minister and Cabinet. The present outlook is that such proclamation will be made by sections, with the sections affecting railways and establishing a new national transportation policy likely to be the first to go into effect.

The new law, and what it is likely to mean to Canadian shippers and carriers, were a principal topic of discussion at the recent Montreal annual meeting of the Canadian Industrial Traffic League. There, analyses of the measure and of its probable effects were presented by J. R. Baldwin, Deputy Minister of Transport; J. C. Gardiner, general manager, pricing and development, Canadian National, and A. V. Mauro, Winnipeg attorney.

In a speech accepting his election as new president of the CITL, J. M. Benson indicated the League's support for the new legislation. The League would, he said, "do its part to insure a minimum of regulation and a maximum of competition between Canada's for-hire carriers, in line with the new federal transportation policy contained in Bill C 231. One of the CITL's immediate projects will be to dissuade rate-fixing between competing carriers, and to stress the need and desirability of independent action."

● **Why C 231?** C 231 was enacted, said Baldwin, because "earlier attempts to provide revenues fair to transport companies at rates fair to shippers were not working out. The economic regulatory aspects of our transport policy had become outmoded, because they were predicated on the idea that railways were a monopoly."

Also, "some attempt should be made to recover costs of what the government puts into transport. But where the government requires unremunerative services for social purposes the government should pay.

"I can remember no other bill that is so comprehensive or so complicated, or that was studied so long."

● **Carrier-shipper relations.** Gardiner, dealing only with aspects of the Act "which will bring about radical changes in carrier-shipper relations," called "separation of national policy from national transportation policy the most important change.

"This implies that whenever a particular mode of transport is chosen to perform a public duty following a decision of national policy, the carrier is to be compensated in such a way that the deficit of the operation, if any, will not find its way into the rates of another segment of traffic.

"The second major change, the purpose of the national transportation policy, calls for competition to be given a free hand so as to provide shippers with a proper choice between modes of transport at rates which are not affected by decisions of national policy, nor by artificial pricing restraints inherited from the former era of rail monopoly.

"The next important change is in the maximum rate provisions. Again, the new legislation is consistent as it sorts out specifics from general considerations. Under the old provisions, class rates provided the ceiling, and they reflected losses in certain operations which had no relation to traffic moving at class rates. Under the new provisions, the ceiling in all instances will be specific. Variable costs to be considered will be strictly those pertaining to individual movements, including cost differentials brought about by the different types of equipment, or service.

"Another important facet repeats the minimum rate provision of the former Railway Act. Rail freight rates will be tested against specific variable costs in instances where they appear to be so low as to threaten unduly the survival of competition. Rail carriers cannot complain against such a restriction, as it is a clear case where law duplicates sound business practice."

J. M. Benson

● **Effect on railways.** From the railways' point of view, Gardiner went on, "the new legislation offers a fair amount of freedom, as pricing most movements will be between maximum and minimum rate levels. But freedom generally entails a lot of obligations. Entering the market place solely on competitive terms will remove some of our traditional excuses.

"Rate-making may evolve to the point where it will become necessary to regroup many rates into more manageable entities. In the immediate future, we are looking forward to prudent steps being taken. It would be most risky for all, carriers and shippers, if rail freight pricing were to switch completely over to new patterns. It would also be risky if we did not take any steps to overcome the substantial additional costs railways have to face as a result of increasing labor and material prices.

"Carriers must improve their efficiency, secure new traffic and adjust prices. Adjusting prices does not mean only increases, as we hope to reach many understandings with shippers leading to reduced rates whenever terms and conditions of sale will enable railways to realize savings through more consistent utilization of equipment, service and facilities."

● **National transportation policy.** The opening section of Bill C 231 sets up the new national transportation policy for Canada. This states "that an economic, efficient and adequate system making best use of all transport modes at lowest total cost is essential to users of tranportation, and the economic well-being and growth of Canada."

As the best means of achieving those objectives the policy then goes on to provide that:

R. Eric Gracey

(a) Regulation will not restrict competition between modes;

(b) Each mode pays for resources, facilities and services provided at public expense;

(c) Each mode receives compensation for resources, facilities and services imposed upon it as a public duty; and

(d) Each mode carries traffic under tolls and conditions that do not constitute an unfair disadvantage beyond that inherent in location, volume, scale of operation or type of traffic or service, or an undue obstacle to interchange of commodities or unreasonable discouragement to development of industry or trade."

● **"Super board."** Part I of the Act then sets up what has been referred to as a "super board"—a Canadian Transport Commission of 17 members appointed for 10-year terms.

This commission is to be divided into committees of not less than three members each—one committee each for rail, air, water, highway and commodity pipe line operations. The Commission is responsible for licensing and economic regulation, where authorized; and for conducting investigations and making recommendations to the federal government on development and administrative policy in all transport areas. Its powers, duties and functions include those now given to existing regulatory bodies under the Railway Act, Aeronautics Act and Transport Act.

● **Research.** An added duty for the new board, and one which seems sure to become increasingly important, is that of research. It is specifically provided, in fact, that one of the two vice presidents of the Commission "shall deal with research."

The other vice president must be a lawyer, who shall assume the duties and powers of the president in the latter's absence. Except as otherwise provided in the new bill, procedures of the Commission shall follow those now provided under the present Railway Act.

● **Railways.** Railways, telegraphs and telephones are covered under Part V of the bill. This is the largest single section of the bill, and the one which is likely to go into effect first—"probably within a couple of months at the outside," according to R. E. Barron, manager, Transportation Department, Canadian Manufacturers' Association. Among its numerous provisions, it:

—Authorizes railways to enter agreements for interchange of traffic "with any other common carrier in Canada or elsewhere."

—Authorizes railways to build and operate branch lines not more than 20 miles in length.

—Provides that the Commission shall deal with abandonment applications on an area basis, and may recommend exchange between railways of lines, trackage rights or connections. Unprofitable lines may be considered for a possible government subsidy. (A certain network of branch lines in the Prairie provinces is specifically exempt from abandonment prior to Jan. 1, 1975.)

—Empowers the Commission to pass on railway requests to discontinue passenger service. If the Commission finds the service profitable the request is to be denied; if it is unprofitable the Commission shall decide whether or not it may be terminated. "Where the railway is required to maintain a money-losing passenger service it may claim payment of loss under the Consolidated Revenue Fund."

—Requires railways to offer all trucking companies the same facilities for rail carriage of motor vehicles or trailers as it provides for truckers under its control, and at the same rates and conditions.

—Allows the Commission to apportion tolls for carriage by railway and another mode of transport.

—Requires railways to maintain a classification of rates, and to publish rates; also to publish 30 days before the effective date tariffs increasing rates. Rate reductions, however, may be acted on immediately on issue and before filing with the Commission.

● **Compensatory.** The Act further provides that all rates shall be compensatory; i.e., that they must exceed variable cost, including all relevant factors in the determination of "variable." Capital costs shall be computed by using those found proper for the Canadian Pacific.

The Commission may disallow any rate it finds to be not compensatory.

● **Special rates and subsidies.** The controversial statutory Crows Nest Pass rates on grain and flour from western Canada are left in force, subject to future investigation. The Maritime rates on carload traffic into, out of or between the Maritime provinces are frozen for two years after the new Act comes into force.

The Act also deals with eventual cessation of the so-called "bridge subsidy," paid to railroads for operation of lines through thin-traffic territory north of the Great Lakes, and others. It further provides for payment of a general transitional subsidy "to mitigate the railways' financial position during the period of change from the present system of subsidies to the new situation set out in the bill, whereby the railways will have more freedom but be on their own resources." The present level of subsidy, $110,000,000 per year, will decline by $14,000,000 annually until it disappears.

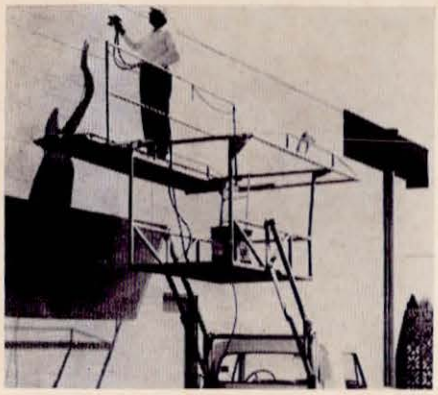
● **CITL increases dues.** For the CIT League, the most important action of the annual meeting was a unanimous vote to increase dues, as of Jan. 1, 1968, to $100 per year for the principal representative of each member company, and to $20 for each additional representative. The additional funds will be used "to offset increasing expenses, hire additional League office staff and permit the hiring, if required, of specialist assistance for specific projects."

As already noted, J. M. Benson, traffic manager, Canadian Industries, Montreal, was elected president of the League, succeeding V. G. Stroud, general traffic manager, Duplate Canada, Toronto. T. P. Foley, distribution manager, Monsanto Canada, LaSalle, Que., was moved up from second vice president to first; and was succeeded as second vice president by J. F. Boomer, traffic manager, Kalium Chemicals, Regina, Sask.

● **Gracey resigns.** R. Eric Gracey, CITL general manager, submitted, and the League accepted, his voluntary resignation. This was based on his need to devote full attention to the work of Dominion Traffic Association, a Toronto-based traffic consulting agency with which he has been closely affiliated. The resignation becomes effective upon approval of a successor by the League's directors.

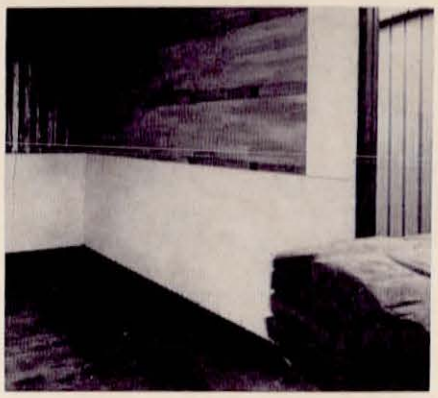
Gracey, a World War II veteran, entered the industrial traffic field with Maple Leaf Mills in 1946, and joined the League in 1955. He was one of the men primarily responsible for establishment of the Canadian Institute of Traffic and Transportation as the training and educational arm of the traffic profession. ■

NEW PRODUCTS REPORT



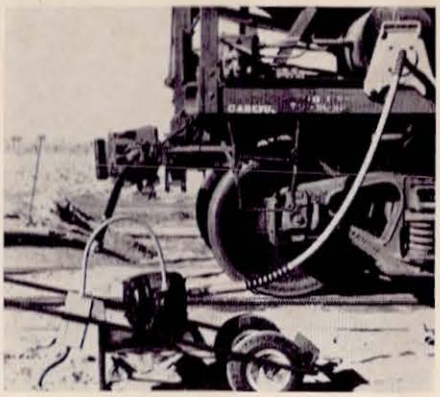
Truck-Mounted Lift Rack (RA-1)

The Pickup Lift Rack is a truck-mounted variable-height platform lift for use as a mobile powered scaffold or materials hoist. Top rack, when decked, provides a 20-ft working reach in 15 sec. Scaffold racks may be added for additional height. Unit's self-contained hydraulic system operates off 12-volt battery on any pickup or flatbed truck. Rated lift capacity of 800 lb is protected by a hydraulic bypass which prevents damage from overloading. *Up-Mobile Co.*



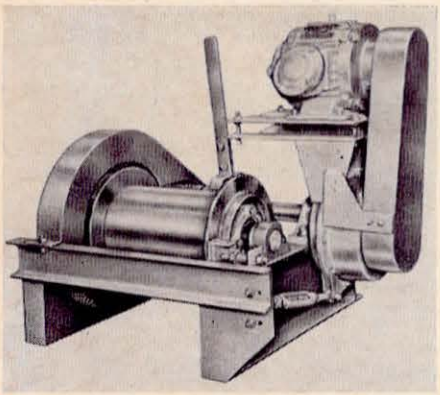
Scuff Plate (RA-2)

Glasbord scuff plate, an all-fiber-glass reinforced polyester resin panel with a special embossed surface, is available in lengths from 8 to 40 ft, or longer; in 12-, 16-, 24- and 48-in. widths; and in 1/16-, 1/8- and 3/16-in. thicknesses. It is abrasion-resistant and protects interior lining of containers, trailers and freight cars, as well as cargo. Glasbord is accepted by U.S. Dept. of Agriculture and meets all Food and Drug Administration requirements. *Kemlite Corp.*



Car Shaker (RA-3)

A flexible shaft on an electric car shaker added to the Motomagnetic line of high-energy electric vibrators serves to isolate drive motor from vibratory head. Weight operator needs to pick up only 55 lb, but vibrator is capable of producing over 3,000 lb force. Equipment includes wheeled cart, 3-phase, 220/440-volt electric motor, flexible shaft, vibratory head, and wrench. System is totally enclosed. Vibrator is 5½ x 14 x 14½ in. *Martin Engineering Co.*



Car Spotter (RA-4)

The Model 969 car puller is a single-drum, non-reversible type. It ranges in five sizes from 2 to 40 horsepower, with starting rope pulls from 7,400 to 42,000 lb and running rope pulls from 3,700 to 21,000 lb. The unit features spiral jaw clutch, retarding drum drag brake, direct gear drive, torque arm reducer, and hoist type motor. Drum capacities from 395 to 565 feet of rope and a choice of rope speeds are available. *Stephens-Adamson Mfg. Co.*

Telescoping Platform (RA-5)

Just 14 turns of a handy crank by one man are said to telescope the platform of the Hi-Jacker to a working height of 21 ft in less than 10 sec. The fold-a-way unit retracts to a minimum height of 6½ ft with 42-ft railings down to fit through doorways. Its 8-in. diameter wheels are said to roll easily over risers, rough surfaces and general work areas. Unit has full-width skid-resistant steps, hand railings, and safety mid-rail. *Economy Engineering.*

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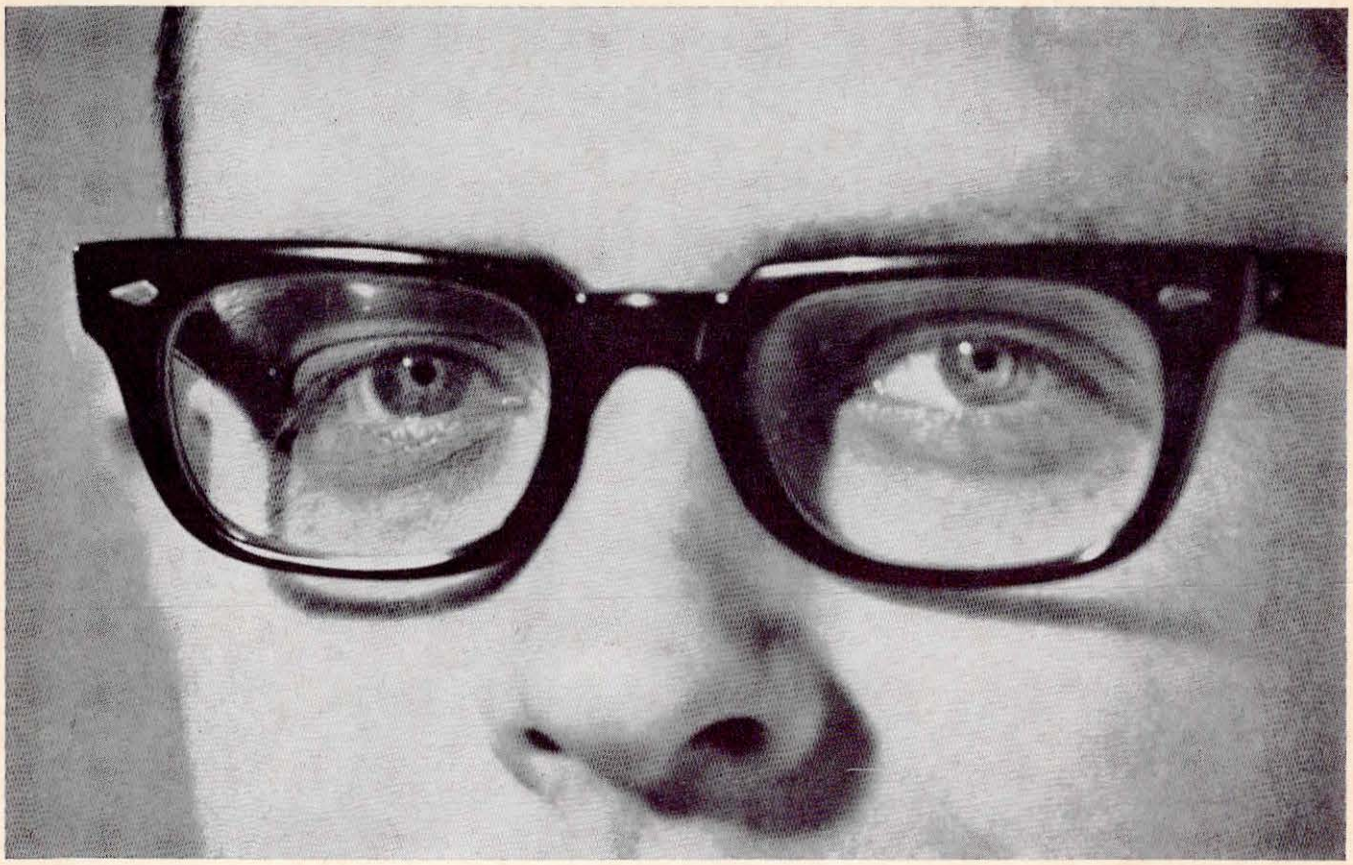

Ronald Schulz, Traffic Manager, Koehring Division, Koehring Co., contacted WP and found out: plenty!

Loading heavy construction equipment on standard flatcars had always been a headache for Koehring. Expensive blocking and bracing was required to hold everything fast. And unloading at destination was a costly, time-consuming operation. There must be a better way!

So Ron Schulz contacted his WP representative, Bob Johnson, and explained the problem. Without delay, Johnson coordinated a program which led to the development of a unique flatcar designed jointly by Western Pacific, Koehring, and Brandon Equipment Co.

The car features a revolutionary tie-down system with winches running its entire length. The chain assembly is attached to each winch, securing the middle and lower portions of the machinery. Down the side of the car are welded heavy-duty tie-down brackets to which additional chain assembly units with cushioning devices can be bolted. These secure the outside and upper portions of the machinery. Result: The first heavy road machinery flatcar tested to withstand impact up to 9 mph with no damage to cargo or securing devices.

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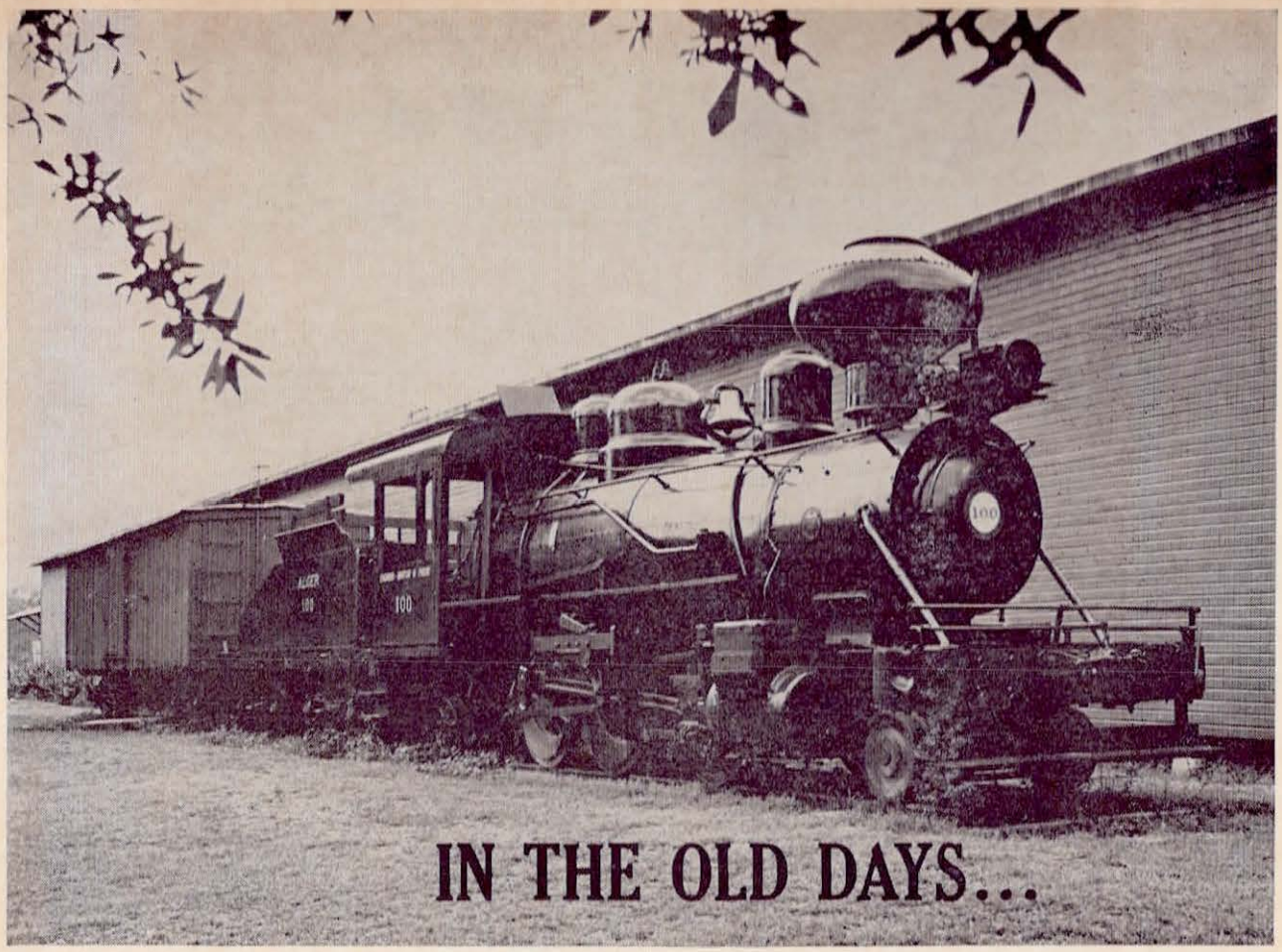

THINGS WERE NOT BETTER

Maybe the memories of them are, but not the reality. Take this old steam engine at the Alger-Sullivan Company in Century, Florida. It evokes good memories but could never pull the load like a modern diesel. Perhaps it's just as well, because old-fashioned railcar flooring couldn't carry the load modern Alger-Deck can—not as well, as far, or for as little cost.

Made of kiln-dried longleaf yellow pine laminated in edge-grain fashion and then pressure-treated, Alger-Deck is the most modern and the best railcar decking you can buy.

Stronger per pound than steel, economical, durable and nailable . . . these are the advantages of Alger-Deck. Add that it is pressure-treated with the new Cellon® process by Koppers—an odorless, dry, non-toxic treatment—and you have railcar decking that will mean long-run profitable operations.

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Flexibility in Greenville Gondolas comes from modified standards — not specials... and you save the difference!

And the difference makes sense . . . even on 50 car orders! Not every car builder can swing a short run gondola order through the shops — particularly if it's mixed. Greenville can do it — right, and on time!

One cost-conscious road ordered a hundred, 100-ton 52'6" cars for mill coil service; fifty 70-ton 52'6" units with adjustable bulkheads; and fifty 65'6" cars to accommodate extra long pieces. That's a flexible fleet and Greenville flexibility permitted the order to be filled with modified standards — not specials.

Next time you talk gons, talk to Greenville. You'll get common sense answers, design and construction flexibility.

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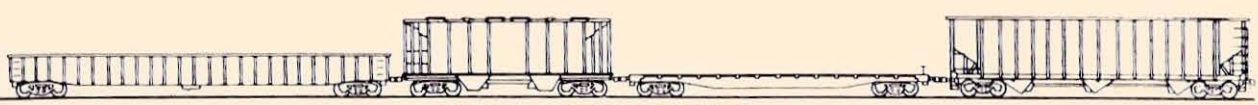

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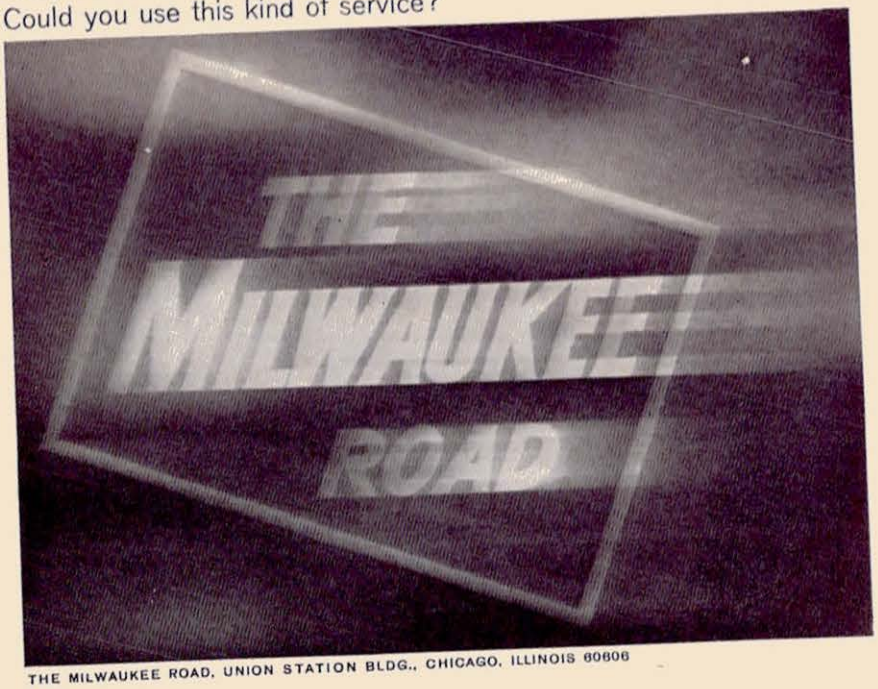

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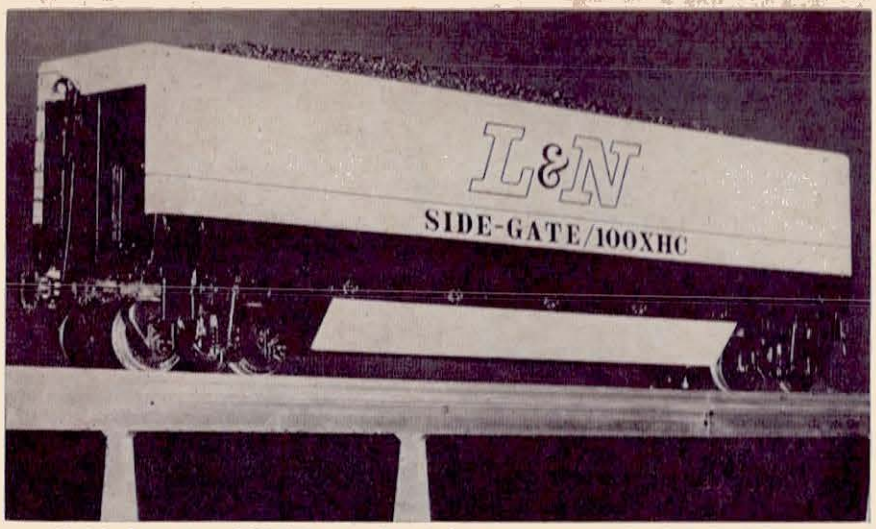

Model of new type L&N 100-ton unit-train hopper car now being built by Pullman-Standard. The unique unloading arrangement is capable of dumping 100 tons of coal in 6 secs. and a 100-car train in 15 mins.

NEW EQUIPMENT

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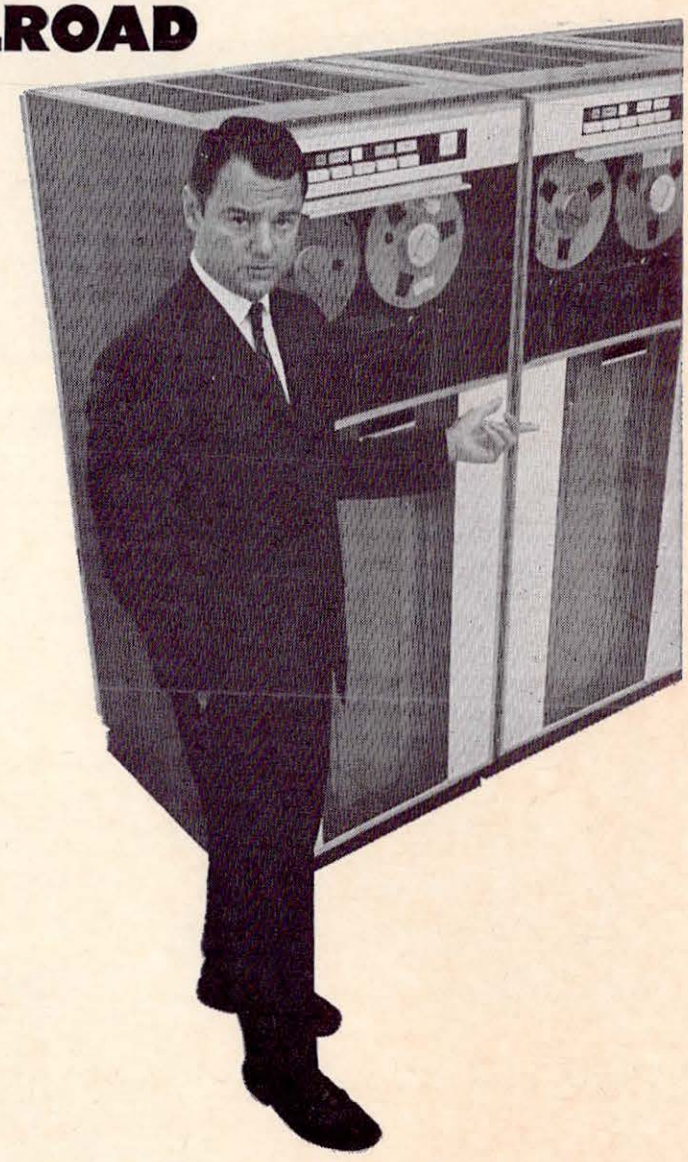
Approximately 2 years ago, we installed the last word in computers. Instantly, it traces trains. Dispatches cars. Enables us to tell you—within minutes—the location of your shipment. It's helped us become the best coordinated railroad in the Southeast. In fact, we've been told we have the most advanced computer system in the entire railroad industry. So why the newer computer? Simple. It computes faster. Processes more things. Saves money, too. Who says railroads are slow to change? Not us. We've been working on our railroad.

ATLANTIC COAST LINE RAILROAD



Circle 35 on reader service card

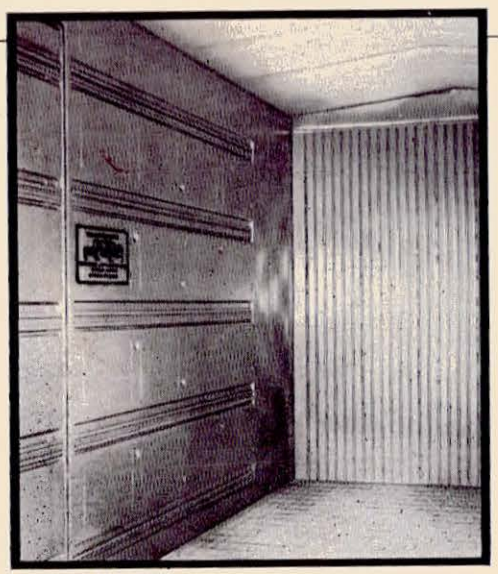
International Steel's
PRODUCT DEVELOPMENT CENTER
says . . .

"Our only job is to design dreams . . .

International turns 'em into metal!"

This recessed belt rail single-sheathed car side assembly combines many dreams of International Steel's Product Development Center, now established as a separate entity within the company. Its title tells its prime activity: "Product Development."

47-R2



PATENTS PENDING

Four hundred of these "dream" cars are already in service. They provide full 9'6" inside width flush belt rails for tight lading security to fractional inch adjustments. The lading strap anchors are also flush.

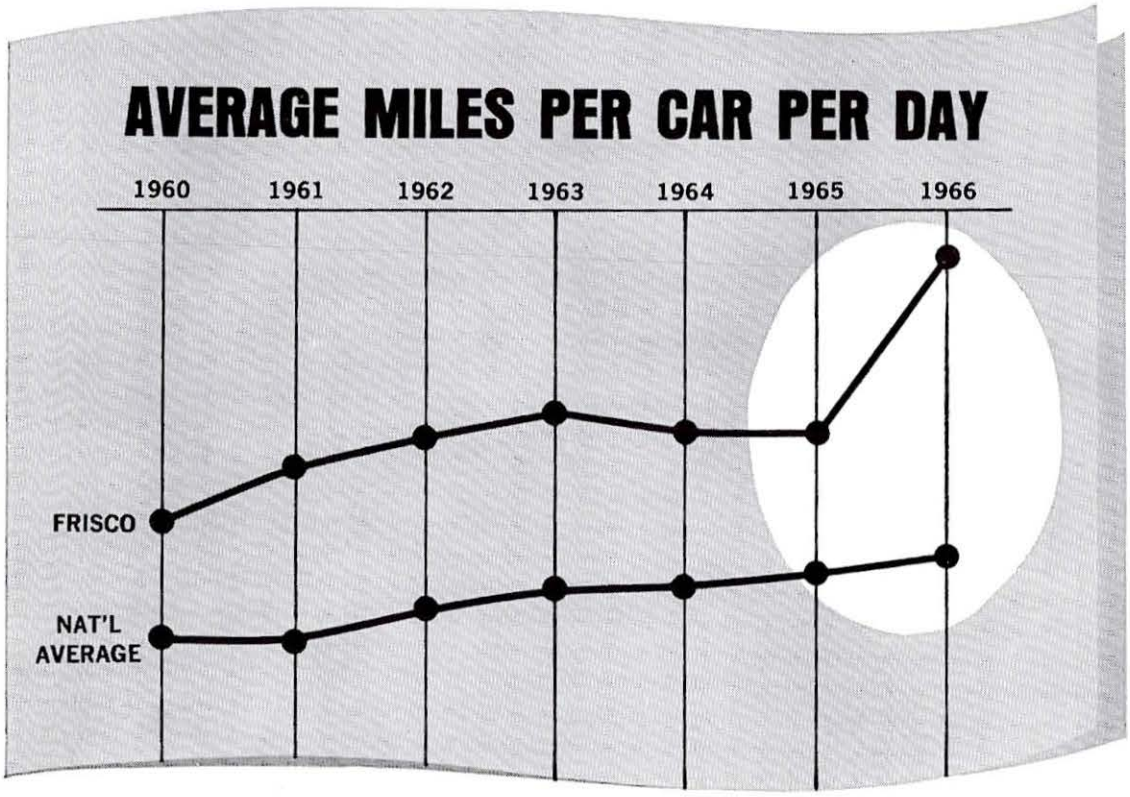
Combined flush plug and sliding doors and rigidized single-sheathed, all welded side structures. International's Product Development Center promises: ***"MORE TO COME!"*** *(Watch for another innovation: End Doors!)*

*"still **10** years ahead in functional design"*

International Steel Co. RAILROAD DIVISION
EVANSVILLE, INDIANA 47707

Circle 3 on reader service card

We're bragging! (and who wouldn't?)



Nothing subtle about the chart. Frisco now is getting 50% more miles per freight car per day than the industry as a whole. This means your freight moves faster on the Frisco . . . gets to its destination on time. Cars are available for reloading more often. That's the kind of service available on the Frisco—the quality control railroad.

When your freight goes FRISCO **your freight goes!**

Circle 37 on reader service card

the dynamic new railroads

This one train now hauls 1,800 automobiles at turnpike speeds

Every day in the week a solid train of rack cars rolls eastward out of Detroit with up to 1,800 brand-new automobiles on its back.

Racing along its steel highway, this train flashes the dynamic spirit of our "new" railroads at work! Sparked by the eagerness of progressive management to experiment and innovate, a revolution is sweeping the nation's rails.

To name just one example: today's railroad has whole fleets of radically-new rolling stock, jumbo in size, specialized in character . . . cars which can handle new kinds of lading, cut costs on other types, load and unload faster, and protect all cargoes from costly damage in transit.

As one of the railroads' oldest and largest suppliers and shippers, Bethlehem welcomes this bright outlook for railroading. And Bethlehem is contributing a large share of research and development towards still better freight cars and steel products of all kinds for the continued prosperity of this essential American industry.

Steel

Steel for Strength

BETHLEHEM STEEL

BETHLEHEM STEEL

Circle 38 on reader service card

Every day we add a little something to aluminum/railroad experience.

Like a couple of 92-car aluminum unit trains, for example. And 36 more cars to grow on. We helped design them. Helped build them. Supplied the aluminum plate and extrusions for them.

Good for us, sure. But good for you, too. Because along the way, we added to the specialized knowledge and equipment that's helped solve many a freight-hauling problem. And helped build many a tank, covered hopper and open-top hopper car.

So if you're considering a unit train operation, contact us. We'll pass along our experience. There's one small catch. You may have to listen to a few dozen practical reasons for using Dow aluminum. Write The Dow Chemical Company, Metal Products Department, Midland, Michigan 48640.

DOW

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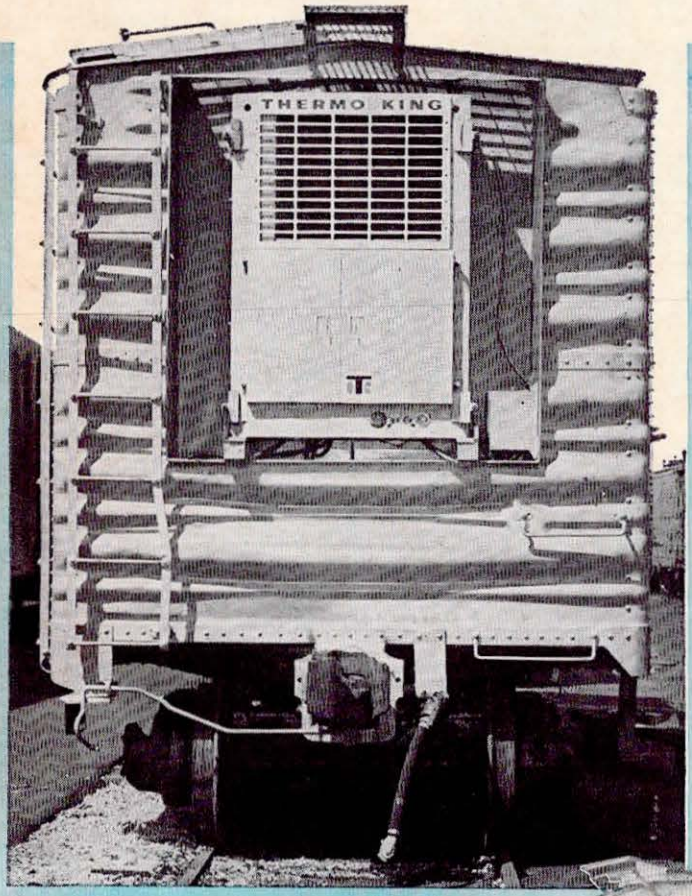
THERMO KING Model NWD INCREASES PAYLOAD SPACE 15% IN ICE BUNKER CAR CONVERSION



- Increases interior length from 33′ to 38′ to add 274 extra cubic feet in 40′ ice cars.
- A one-piece factory-tested unit, ready to run when shipped.
- Unit is simple to install and easy to service.
- Powered by rugged, dependable Mercedes-Benz diesel.
- Offers full range temperature control from −20°F. to 80°F.
- All components specially built for roughest transport conditions.
- Electric power standby option is available.
- A super capacity system that will easily handle 50′ cars as well.

Up front mounting of NWD system offers operational advantages. Condenser is cooled by unobstructed flow of clean air. Unit occupies no floor space, and only a few feet of cargo space. It is economical to operate under all types of transport conditions.

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THERMO KING
corporation
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- **JOB ENGINEERED**—Developed for a specific requirement
- **TOTALLY "BUILT-FOR-TRANSPORT"**—Custom components with rugged durability
- **SERVICE/PARTS PROTECTION**—Factory authorized dealers everywhere

Computers: The new rail revolutionaries?

The electronic marvels will have a far-reaching effect on the industry, says a transport expert.

A noted transportation expert believes the railroad industry is on the threshhold of tremendous, if subtle, change and that the "impact of the computer on the industry will be far greater than was the impact of the diesel engine."

Karl M. Ruppenthal, director of Stanford University's Transportation Management Program, said the coming change is represented by the computer and its ancillary equipment for gathering, sorting, and processing information quickly and accurately. He spoke at the 50th annual meeting of the Pacific Railway Club in San Francisco, March 16.

"The computer will radically change the role of every manager in the railroad industry. It will enable a railroad president to have at his fingertips information that either today is unavailable or which arrives when it is so stale that it is of little value," he stated.

Computers will enable the railroads to operate their trains more intelligently, to serve their customers better, and to use their equipment more efficiently, said Ruppenthal. "Properly used, the computers can make midgets out of giants. They may even convert such perennial problems as the freight car shortage into an equipment surplus through their ability to assist in improving equipment utilization. If the computer is able to improve freight car utilization by as much as 5%, that improvement would be equal to the infusion of several hundred million dollars in new capital for the railroads. And there is every indication that through the use of computers and other sophisticated management tools, freight car utilization can be improved much more.

He said that one of the most challenging, and sometimes irritating, aspects of the transportation industry stems from the fact that as one mode progresses, its competitors refuse to stand still.

"No sooner has a railroad developed a highly efficient integral train for hauling coal, a superior tri-level automobile carrier, or a jumbo hopper car for grain when a motor carrier or a barge line reacts with larger and faster barges, new automobile hauling equipment, or some other technological development."

It would be reasonable to expect, he said, that every technological advance in any mode of transportation will cause a reaction of some sort in the competing modes. That reaction may stimulate the rail industry to still more change, and that change too may provoke a new reaction.

"In an industry whose past is intertwined with the history of the nation, whose present is filled with the romance of travel, and whose future is filled with excitement, it would be easy to wax eloquent about the importance of change and the tremendous merit inherent in technological progress. That is a familiar role. We need to explore the potential of technology and to make certain that it assists in providing humanity with a more abundant life.

"But there is also a danger that in certain areas technological change may come too fast and that the price of change may be too high." he said. ■

Makers of finest containers turn to MFG because they have found that the pioneers and leaders in Molded Fiber Glass panels have developed the strongest, lightest and most dependable liner panels available.

MFG's newest Airflow Panel helps to provide a thermal wall for reefers . . . gleaming white surface for all foodstuffs; rustproof, dentproof, lightweight and economical.

If you make containers, or specify them you ought to know all the advantages of MFG panels. Ask us; no obligation; new folder just off the press.

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Designed to fit a standard sliding center sill, the Cargo-Cushin' features these advantages:

- Simpler operation, more rugged construction for minimum maintenance.
- Smoother, more effective cushioning of impact loads, without metering valves or pins.
- Double-acting, with full 20″ stroke.

We would like to give you this good word on reduction of lading and equipment damage. Just ask for details.

Simple, effective, positive...

Coupler force is transmitted to the piston ① through sliding center sill. During the stroke, longitudinal tapered grooves ② in the cylinder wall gradually meter hydraulic fluid to provide a smooth, positive cushion. Single-wall cylinder ③ is a self-contained unit — serves as a reservoir and expansion chamber.

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Circle 41 on reader service card

NEW EQUIPCO FULLOAD CAR HANDLES 56-PALLET / 105,000 LB. LOAD

Earns railroad 40% additional revenue on very first trip!

Partially-loaded FULLOAD Car is inspected by a portion of crowd witnessing initial loading at Corn Products plant in Argo, Ill. Inset shows lift truck operator inserting 56th pallet (each unit 52" x 42", with overhang) into 50' Equipco FULLOAD Car.

Loading of record Corn Products shipment (Mazola) is completed easily and rapidly. Arrives at destination with zero damage!

In its maiden venture, Equipco's new FULLOAD concept has demonstrated a unique ability to provide considerably higher payloads for the railroad . . . while, at the same time, affording big shipper savings.

In its first outing, the 50' Equipco car was loaded by Corn Products with 2,800 cases (56 pallets/105,000 lbs.) of Mazola Oil. This is 40% more than the normal 2,000-case Mazola load (40 pallets/75,000 lbs.).

Yet the loading itself—witnessed by railroaders, shippers and press—was accomplished rapidly and with extreme ease. And the shipment, leaving from Argo, Ill., arrived at its Ridgefield, N.J. destination with no damage whatever!

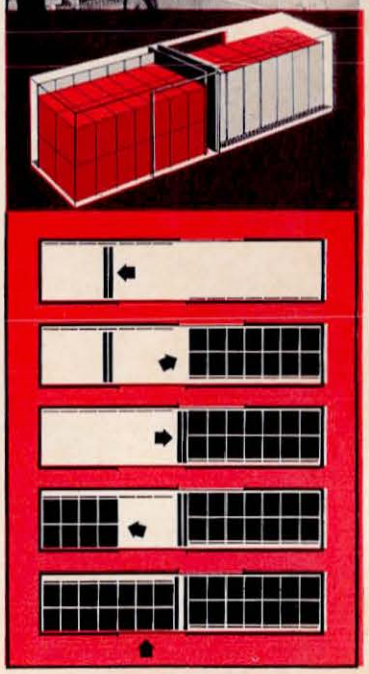
From the railroad viewpoint, the freight bill on the FULLOAD shipment amounted to $813.75. Freight bill on the normal Mazola load has been $581.25. Thus the additional revenue to the railroad was $232.50 . . . on a single one-way shipment!

The secret of this increased payload capacity rests in the special design and construction of Equipco's FULLOAD Car itself. As seen in the schematic drawing at right, the new FULLOAD Car embodies three unique characteristics:

The first of these is the use of Equipco's unique AUTO-LOK Load Dividers . . . which can be operated from *outside* the car as well as inside and offer the added benefit of complete automatic locking. Second is the use of Equipco's longitudinally adjustable Side Filler (8-PL). Third is the use of oversized doors (12'6"), located in a specific staggered position.

In addition to assuring complete support of lading (particularly in the doorway area), the Equipco FULLOAD system affords important time savings. As seen by the diagrams at right, loading operations are simple, positive . . . and fully mechanized. There is no need for hand-loading of any kind . . . even in the critical doorway area.

Send today for free illustrated brochure describing how the Equipco FULLOAD concept delivers major benefits to railroads and shippers alike. Write Equipment Specialties Division, UNARCO INDUSTRIES, Inc., 104 South Michigan Avenue, Chicago, Illinois 60603.



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EQUIPMENT SPECIALTIES DIVISION
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MARKET OUTLOOK

Carloadings

Carloadings for the week ended Mar. 18 were not available as this issue went to press.

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended Mar. 11 totaled 24,812 cars, carrying 41,114 trailers, compared with 22,361 cars, carrying 37,155 trailers, in the corresponding 1966 week. Loadings for 1967 up to Mar. 11 totaled 219,343 cars, carrying 358,546 trailers compared with 205,322 cars, carrying 337,981 trailers, in the corresponding period of 1966.

IN CANADA:—Canadian carloadings were not available as this issue went to press.

TTX was biggest car buyer in '66

Trailer Train was the largest single purchaser of new freight car equipment in the U.S. last year, the company calculates, having acquired 9.08% of all new railroad cars placed in service.

TTX added 8,171 new cars and 236 cars purchased from member lines to its fleet at a total cost of more than $136 million.

At year end the fleet consisted of 37,363 cars, with 626 additional cars on order and 397 authorized but not ordered. All of the cars which are on order and authorized but not ordered should be in service by March 31.

Approximately 98% of the TTX fleet was in service during 1966, with cars averaging 143.1 miles per day. Piggyback cars averaged 160.6 miles daily.

FREIGHT TRAIN CARS

► *Conoco.*—Ordered 40 30,000-gallon general purpose tank cars from Union Tank. Conoco at present has 30 of the large cars in service. All of the cars will be exterior heater-coiled and insulated. This design consists of 16 steel lines of 6-inch half-oval pipe welded longitudinally to the outside length of the tank. The tank itself is covered by four inches of fiberglass insulation and has an outside steel jacket.

NEW FACILITIES

► *Frisco.*—Will spend approximately $600,000 for improvements to Lindenwood Yard, St. Louis, including construction of additional trackage and modernization of diesel servicing facilities. Track improvements will increase yard capacity by about 9%, to 1,486 cars, and will give Frisco three 160-car-capacity receiving and departure tracks. Work is scheduled to begin June 1. After the changes are made, the road notes, "the flexibility of the yard will allow for greater switch-engine efficiency, since classification work can then progress concurrent with train arrival and departure."

► *Norfolk & Western.*—Ordered a solid state AC control for a car transfer table for the Bellevue, Ohio yard. The table is being built by Whiting Corp., and will use silicon controlled rectifier type control. The SCR controls are being furnished by General Electric. The rail transfer table will be in operation by early Spring.

► *New York Central.*—General Railway Signal will equip and automate the 70-track Alfred P. Perlman freight car classification yard now under construction at Selkirk, N.Y. The $20-million yard is being planned so that it can be expanded to 90-track capacity to meet demands of a merged Penn-Central system. GRS will furnish a digital computer-oriented "Class-Matic" yard automation system. Among the facilities supplied by GRS will be supervisory control and display panels to be located in the hump conductor's office, retarder tower, and yardmaster's office. Other equipment includes a standby central processing unit, computer interface, radar speed control and distance to coupling control, electrically operated car retarders, high-speed electric switch machines with solid state detectors to protect switch operations, and transistorized radio controlled cab signals for all weather indications to enginemen on yard locomotives.

MAINTENANCE EXPENDITURES

► *Fourth Quarter of 1966 Up 3.3% Over Fourth Quarter of 1965.*—Expenditures by Class I roads for maintenance of equipment, way and structures in the fourth quarter of 1966 were up about $25 million, compared with the fourth quarter of 1965, according to report of AAR Bureau of Railway Economics, summarized below:

	Fourth Quarter		
	1966	1965	% Change
Maintenance of Way and Structures	$333,648,849	$320,354,689	+4.1
Maintenance of Equipment	468,528,142	456,556,489	+2.6
Totals	802,176,991	776,911,178	+3.3

YOU OUGHT TO KNOW

Railroad safety report: There were no passenger fatalities, but one person was injured in train accidents in January, according to figures released by the ICC's Bureau of Railroad Safety and Service. In January 1966 there were no passenger deaths, but 34 passengers were injured. In train-service accidents in January, 68 passengers were injured, as opposed to 84 injured in January 1966. There were no deaths in train service accidents in the first month of either year. Fourteen employees on duty were killed in January, an increase over the 9 killed in January of last year. Employee injuries dropped, however, with a total of 1,470 persons hurt in January 1967, against 1,578 in January 1966.

New film on herbicide sprays: "The Particle of Difference," a 14-minute, 16mm color film on drift control of herbicide sprays has been produced by Hercules Incorporated. The film also shows the versatility of spraying equipment, illustrating weed control by helicopter, fixed-wing plane, and trailer-mounted and side-mounted ground units with a boom for any right-of-way size. Prints may be obtained through Hercules agricultural chemical sales offices, or from company headquarters, Wilmington, Del.

N&W planning safety awards: Norfolk & Western is planning a series of dinners along the system to honor employee groups that had the best safety records in 1966. A total of 14 dinners will be held at various N&W line points, at which N&W officers will make presentations to the winning groups. N&W President Herman H. Pevler presented the President's Award at a dinner in Roanoke, Va., last week, honoring the Pocahontas region for having the lowest accident rate last year.

EXPO train film available: A movie describing the design, construction and operation of the Western Hemisphere's newest automatic rapid transit train is now available for showing. The 25-minute 16 mm. sound color film was produced jointly by Hawker Siddeley Canada Ltd. and WABCO's Union Switch & Signal Division. Requests for showings in the U.S. can be sent to Marketing Communications, Union Switch & Signal Division, Pittsburgh, Pa. 15218. For showings in Canada, to Public Relations Department, Hawker Siddeley Canada Ltd., P. O. Box 160, Montreal 3, Quebec.

Special rail fares to EXPO: Travelers planning to take in the big EXPO '67 world's fair that opens in Canada next month might well consider making the trip to Montreal by train. The Eastern railroads have authorized special reduced fares to the show, permitting a grand circle tour of cities in the eastern territory within a 30-day period. A. J. Winkler, chairman of the General Passenger Committee-Eastern Railroads, said round-trip coach fare from Chicago and intermediate points in the eastern territory will be $75. Passengers leaving from Chicago, for example, might travel first to Montreal, then to New York and Washington before returning to Chicago, or might reverse the route. Passengers leaving from intermediate cities on the circuit have the same privilege.

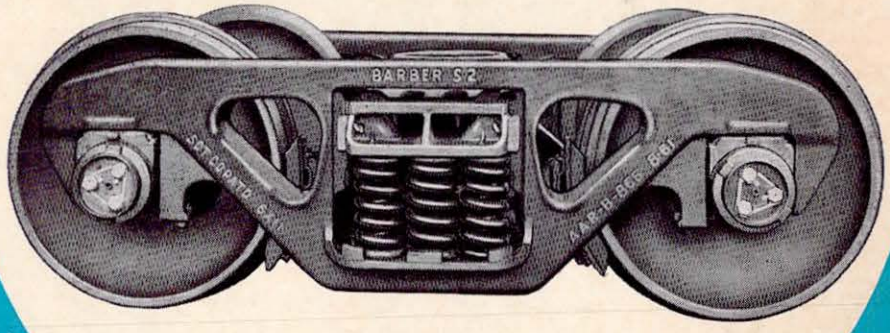
Japanese engineers honored: Three Japanese engineers have been presented the 1966 Elmer A. Sperry Award for their work on the New Tokaido Line, Japan's famed high-speed rail route. Hideo Shima, Matsutaro Fujii and Shigenari Oishi received the award last week at the Institute of Electrical and Electronics Engineers 1967 International Convention and Exhibition in New York. The president of the Japanese National Railways and his staff of engineers were presented a citation "for their loyal efforts and highly skilled contributions to the design, development and construction of the New Tokaido Line with its many advances in railroad transportation."

Truck tonnage: Intercity truck tonnage in the week ended March 11 was 2.8% below the previous week, and 2.7% below the volume in the corresponding week of 1966, according to American Trucking Associations.

Current statistics

Net Income	
12 mos., 1966	$902,000,000
12 mos., 1965	815,000,000
Carloadings, revenue freight	
10 wks., 1967	5,158,485
10 wks., 1966	5,300,836
Freight cars on order	
Feb. 1, 1967	51,450
Feb. 1, 1966	45,754
Freight cars delivered	
1 mo., 1967	7,217
1 mo., 1966	7,724
Serviceable cars	
Feb. 1, 1967	1,421,406
Feb. 1, 1966	1,400,413

Why the name "Barber" on a freight car truck makes it a better buy!



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3464

PRR chooses "Motran" radio 1,310 times

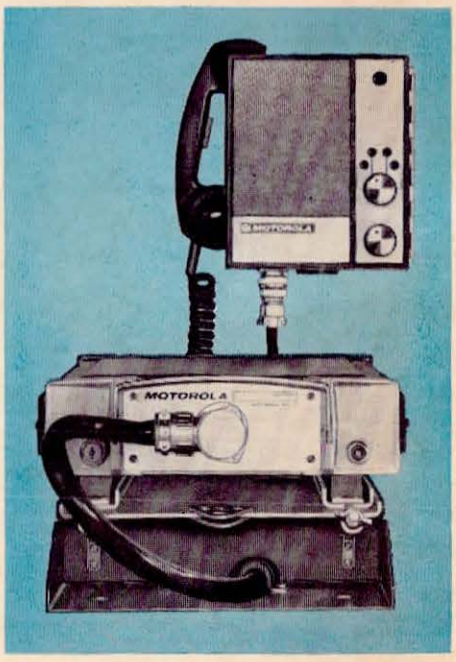
NEW "MOTRAN" RADIO ORDERED FOR ENGINES IN PRR SYSTEM

In the largest order for railroad radio ever placed, the Pennsylvania Railroad recently specified 1,310 new Motorola solid-state AAR "Motran" radios.

Why were "Motran" radios specified over all others? Reliability of operation. Lower maintenance costs. Less down time. And because "Motran" is the *completely solid-state radio.* All tubes, relays and other failure prone components have been replaced with dependable, long-life transistors.

This is a powerful radio. A full 35 watts of RF power. And it stays right there at peak power, today and tomorrow and the day after. There's more, too. Four-frequency capability is built into every radio to meet your changing needs. And dual voltage operation (64 or 12-VDC) permits you to standardize on one radio for all on-track equipment.

Before you choose your next radio, get all the facts on this new "Motran" radio. The PRR did. Ask for brochure TIC-3032. Write to: Motorola Communications & Electronics, Inc., 4935 West LeMoyne Avenue, Chicago, Illinois 60651. A subsidiary of Motorola, Inc.



MOTOROLA *2-WAY RAILROAD RADIO*

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Due to reorganization of Transportation Department in progressive Class I midwestern railroad, new positions are to be established in the General Office in the areas of Train Operations and Car Service and Distribution. Positions created because of planned computer oriented modernization of control of Train Operations and Car Service and Distribution. Challenging positions with excellent advancement opportunities.

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VIEWPOINT

L&D forms: A good place to start

One astonishing thing about the record loss and damage bill paid by railroads in 1966 (see page 30) is that so little is known reliably about it.

With $165 million paid out in 1966 for shipments that were broken, bent, scratched, burned, smashed, lost or stolen, one would imagine the anatomy of such an awesome outlay to be analyzed to a fare-thee-well. And, of course, it appears to be. At the Association of American Railroads Freight Claim Division's L&D prevention section, experts assemble statistical profiles that pin down to the penny L&D-by-cause and L&D-by-commodity. However, as the men at the Freight Claim Division are the first to admit, the statistical summaries are not really the authoritative analyses they seem to be.

They are really summaries of data from distribution statements—the documents that state the disposition of a claim against a freight shipment. What's wrong with that? Distribution statements mostly get their information about what caused the damage from inspection reports. What's wrong with that?

What's wrong is that inspection reports are seldom prepared by people qualified to judge what really happened to a damaged shipment. In fact, it is no secret that only a small percentage of shipments generating a claim ever get looked at by a railroad man. One expert hazards this guess: "Most inspection reports are the result of a phone call by the shipper to the delivering railroad."

Outmoded reporting systems

It can readily be seen why most men expert in the L&D prevention field get queasy about the conventional insights into the problem that are based upon traditional statistical summaries. Such summaries are quite suspect, based as they are upon reporting systems established in more leisurely eras. Old practices were based upon turn-of-the-century manpower patterns in the industry. Nowadays, the forms and routines that were formerly a vital part of the data-gathering process have been reduced to little more than perfunctory habits.

Yet, the inspection reports and the distribution statements are the statistical foundation upon which vast sums of money are spent by railroads combating L&D and trying to tighten quality-control of the transportation they produce.

This is not to suggest that all the data on inspection reports and distribution statements is inaccurate. Far from it. Only the causes stated for L&D are suspect. Most of the information on both reports is perfectly reliable, and potentially revealing. Such information as car number, commodity, shipper, receiver, routing, and dollar amount paid is usually accurate.

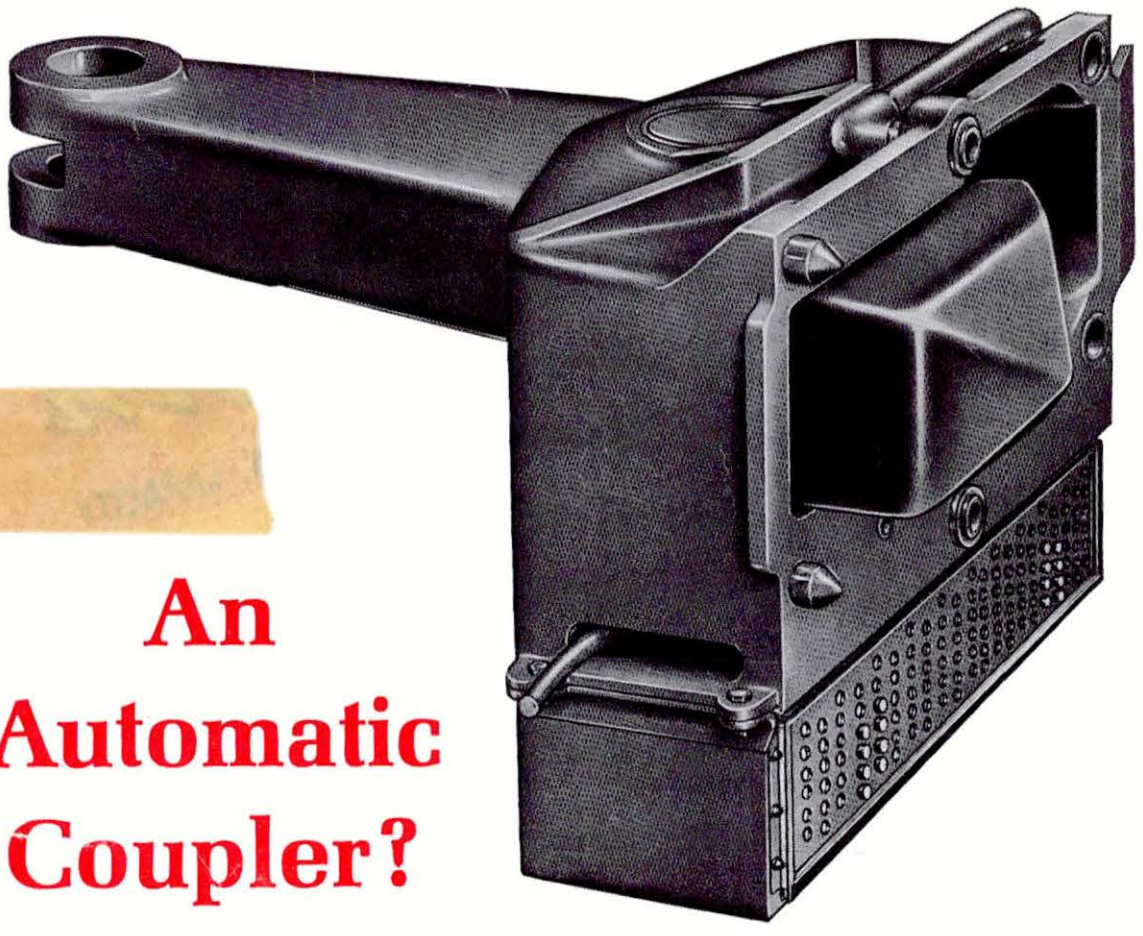
So, one asks, why isn't this good data used to get a good profile on where the L&D dollars are going? With the kind of computer massage that can be given to masses of information nowadays, one can see all sorts of possibilities for getting a statistical portrait of the L&D problem that will enable the experts to focus energy and expenditures where it will do the most good.

Standard form is needed

The answer to that kind of question was painfully visible at the Freight Claim Division in recent months. Staff analysis there of 25,000 distribution reports (representing a quarter's harvest of the industry's claims for $500 or more) was hampered by two things. More than 10% of the distribution reports sent in by individual carriers were unusable for the L&D-by-commodity study. And of even more importance to the possibility of using a computer to reduce such staggering masses of data to significant summaries—the industry currently sports an almost incredible variety of distribution reports. To put down a stack of such documents in front of a keypunch operator would be an invitation to disaster.

And that is why the national committee of the Freight Claim Division is weighing the idea of agreeing on a standard inspection report and distribution report. Standard, computer-compatible reports in use everywhere in the industry would be a giant step forward in the search for meaningful information about the L&D problem.

Information generated from such machine analysis on an industry-wide basis would be invaluable not only to the L&D-prevention experts, but to equipment engineers, traffic and rate officers and marketing experts. The possibilities for meaningful action against the rising L&D outlay would increase tenfold if the national committee of the Freight Claim Division can adopt standard inspection reports and distribution statements.



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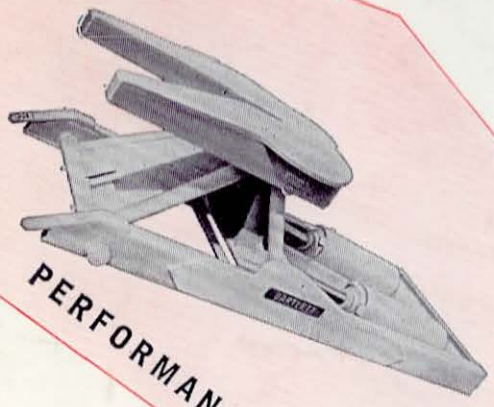

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